



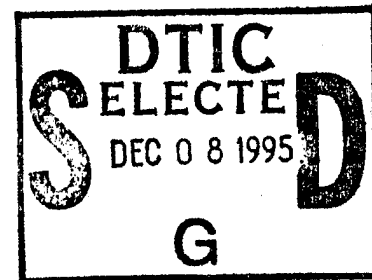
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Construction Engineering  
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# **Environmental Assessment of the Formation of the Defense Contract Management Command**

by Manroop K. Chawla and Harold E. Balbach



Early in 1989, the President of the United States directed the Secretary of Defense to "...develop a plan to improve the defense procurement process...." In response, a Defense Management Review recommended that those functions involved in contract administration be regrouped into a separate organization whose mission would be the administration of Department of Defense procurement contracts. A task force charged with developing the implementation of this recommendation submitted their reorganization plan to the Under Secretary of Defense for

Acquisition in September 1989. Currently, more than 24,000 military and civilian personnel are employed by the military services and the Defense Logistics Agency in contract administration. Implementation of the proposed organization would require major changes in the present defense procurement structure. This Environmental Assessment was prepared to examine the environmental consequences, if any, of the task force's implementation plan. No potentially significant adverse effects that cannot be avoided or fully mitigated were identified.

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## Summary

Early in 1989, the President of the United States directed the Secretary of Defense to "...develop a plan to improve the defense procurement process...." In response, a Defense Management Review recommendation was made to regroup those functions involved in contract administration into a separate organization whose mission would be to administer Department of Defense (DOD) procurement contracts. A task force charged with developing the implementation of this recommendation submitted their reorganization plan to the Under Secretary of Defense for Acquisition in September 1989. Currently, more than 24,000 military and civilian personnel are employed by the military services and the Defense Logistics Agency (DLA) in contract administration. The proposed organization would require major changes in the present defense procurement structure. This Environmental Assessment (EA) was prepared to examine the environmental consequences, if any, of the task force's implementation plan.

The assessment was carried out in two phases. The first phase, prepared in January 1990, focused on the decisions involved in selecting the basic form of the new organization, its reporting structure, and the location of its National headquarters. Los Angeles, Chicago, Atlanta, Philadelphia, and Boston were proposed as locations for District headquarters. The second phase of the assessment (April 1990) examined, in greater detail, decision alternatives related to those cities where new District headquarters offices will be located and to the identification of specific facilities in which they will be housed. No identifiable effects on the biophysical environment were found in either phase. Some remodeling activities were already planned at Chicago, Atlanta, and Philadelphia and are not considered to be caused by the action.

The most significant potential for adverse effects to the socioeconomic environment results from the requirement, in the new organization, to reduce the number of personnel in all present offices of the Defense Contract Management Regions (DCMRs) and to eliminate the now separate administration structure of the Air Force Contract Management Division, Albuquerque, NM. Such decreases are proposed for present DCMR offices in Dallas, St. Louis, Cleveland, and New York. Combined with other ongoing initiatives within DOD, reduction in the number of employees potentially could reach several thousand.

These decreases, however, are spread across scores of locations in many states. Only in Albuquerque does any potential exist for such a decrease to result in measurable loss to the local economy. This effect might be, at most, 0.5 percent of local employment and earnings. Adverse personal consequences to individuals whose positions are transferred or eliminated are also identified. An extensive mitigation system already exists for DOD personnel reduction procedures, and its prompt application is recommended as soon as individuals who cannot be placed in the new organization are identified.

No potentially significant adverse effects which cannot be avoided or fully mitigated were identified in the EA process. Mitigation for all potentially significant effects were in place, and their continuation is recommended.

## Foreword

This report was prepared for the Defense Logistics Agency (DLA) under Military Interdepartmental Purchase Request No. DMPPMO-001-89, dated 9 November 1988, "Environmental Assessment of the Establishment of the DLA Finance Center." The technical monitor was Jan B. Reitman, Chief, DLA Environmental Policy Office. The report was prepared originally as an Environmental Assessment in 1989 to meet the requirements of the National Environmental Policy Act (Public Law 91-190, 40 CFR 1500-1508) and DLA Regulation 1000.22 of 1981. The recommended actions were followed in 1992.

The work was performed by the Environmental Resources (ENR) team of the Environmental Division (EN), U.S. Army Construction Engineering Research Laboratories (USACERL). The USACERL principal investigator was Dr. Harold E. Balbach. Associate investigator was Manroop Chawla. Dr. Balbach is now assigned to the Planning and Mission Impact Division (LL-P) of the Land Management Laboratory (LL) and Ms. Chawla to the Natural Resources Assessment and Management Division (LL-N). Eric Schreiber and Patricia Kirby (CECER-LL-N) are acknowledged for their assistance in the final preparation of this report. Robert M. Lacey is Acting Chief, CECER-LL-P, and Dr. David J. Tazik is Acting Chief, CECER-LL-N; Dr. William D. Severinghaus is Operations Chief, CECER-LL; and William D. Goran is Chief, CECER-LL. The USACERL technical editor was Linda L. Wheatley, Technical Resources Center.

COL James T. Scott is Commander and Acting Director, and Dr. Michael J. O'Connor is Technical Director of USACERL.

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# 1 Introduction

## 1.1 Background

In his February 1989 address to the Joint Session of Congress, the President of the United States announced that he was directing the Secretary of Defense to develop "a plan to improve the management of the defense procurement process..." As received by the Secretary, the directive stated that the Department of Defense (DOD) was to:

develop a plan to accomplish full implementation of the recommendations of the Packard Commission and to realize substantial improvements...in defense management overall.

In response to this directive, the Secretary requested a Defense Management Review, which recommended, among other provisions, that:

all DOD contract administration services, including those currently performed in the Defense Logistics Agency and the Military Departments, will be consolidated under a newly created Defense Contract Management Agency (DCMA), which will report to the Under Secretary of Defense for Acquisition....

A charter established a Joint DCMA Task Force on 14 August 1989. This task force was formed of representatives from the Office of the Secretary of Defense (OSD), Defense Logistics Agency (DLA), and the military services.

The task force was charged to prepare an implementation plan for the proposed action which defined the structure of the new organization, and its responsibilities, relationships, and authorities. The plan was also to identify all resources currently performing contract administration functions in all agencies and areas where savings could be affected that would meet the Presidential directive. Other tasks included development of a transition plan and proposal of an operating budget.

## **1.2. Objective**

This Environmental Assessment (EA) is intended to comply with the requirements of the National Environmental Policy Act (NEPA), Department of Defense Directive (DODD) 6050.1, and DLA Regulation (DLAR) 1000.22, under which the proposed consolidation is clearly a "major action" that requires assessment for its "potential to significantly affect the quality of the human environment" (Public Law [PL] 91-190, Section 102(2)(C)).

## **1.3 Approach**

This EA was carried out in two phases. The first phase treated mainly the possible environmental consequences of several primary, organizational alternatives that were examined in the first phases of planning. The formation of the National headquarters element was also examined. Biophysical and socioeconomic consequences of proposed alternatives were reviewed insofar as the action was defined, and specific consequences discerned. During the second phase, additional levels of environmental assessment were performed, based on decisions made following the first phase assessment. These additional levels of assessment involved the naming of locations proposed for District headquarters and further definition of the size and nature of the other reorganized elements.

## **1.4 Mode of Technology Transfer**

Findings of this assessment are available to DLA and DOD proponents as appropriate to the progress of planning and decision making for the proposed consolidation action.

## 2 Present and Proposed Organization

### 2.1 Organization as Now Configured

#### 2.1.1 *Included Activities*

Two general types of contract administration exist within DOD and are proposed to be included within the Defense Contract Management Command (DCMC). The DLA, through the Defense Contract Administration Services (DCAS, now more properly DCMC), employs approximately 18,000 persons in offices arranged into nine Defense Contract Administration Service Regions (DCASRs, now Defense Contract Management Regions [DCMRs]), 40 Defense Contract Administration Services Management Areas (DCASMA, now Defense Contract Management Area Offices [DCMAOs]), and 47 Plant Representative Offices (DCASPROs, now Defense Contract Plant Representative Office [DCPROs]). Support of this workforce costs more than \$700 million annually. In addition to the DCAS structure, the military services employ approximately 6,000 persons in administration of contracts for service-unique items. The Air Force Systems Command, Contract Management Division (CMD), headquartered at Kirtland Air Force Base (AFB), Albuquerque, NM, is the largest single military department facility involved in the proposed action with more than 3,600 persons engaged in Air Force contract management. The Air Force Contract Maintenance Center (AFCMC), with headquarters at Wright-Patterson AFB, Dayton, OH, is charged with OCONUS (Outside the Continental United States) contract management responsibilities. They are also proposed to be incorporated into the new organization.

#### 2.1.2 *Excluded and Excepted Activities*

There are two categories of activities that are not proposed to be included within the DCMC structure. The first category is drawn from the set of 21 types of contracts listed in Defense Federal Acquisition Regulation Supplement (DFARS) 242.203(a) as being retained for military service administration. Two types, fuels delivery contracts and research and development (R&D) contracts with commercial organizations, will be proposed for inclusion. Another 18 types of contracts will not be proposed for administration by the new organization and are termed

"excluded" in the study, as is the last type, which was deemed not to be a DOD mission.

The second type of contract administration not initially proposed to be included within the DCMC covers activities are considered "exceptions" to the charter but may be reexamined at a later time. The largest of these exceptions is the 14 Army Ammunition Plants, now managed by the U.S. Army Armament, Munitions, and Chemical Command (AMCCOM). Other exceptions are: (1) the Navy Supervisors of Shipbuilding, who are functionally a part of the Naval Sea Systems Command and (2) certain overseas missions, primarily charged with repair of military vehicles, ships, and aircraft. Most OCONUS activities *are* included in the scope of the proposal.

## 2.2 Description of the Action

### 2.2.1 Organizational Management Alternatives

The action examined is defined to be the formation of a DOD organization that has the capability to meet the President's directive to realize substantial improvements in defense contract management. There are many ways in which this requirement could be met. From among the many theoretical alternative courses of action, five primary organizational alternatives were considered. Each has, in common, the establishment of a headquarters whose purpose is to issue policy and manage resources. Each would leave intact the existing Plant Representative Offices (PROs) and Defense Contract Management Area Offices (DCMAOs, formerly DCASMAOs), which now represent the field strength of DOD contract management. Substantial differences exist, however, among the alternatives in the manner in which these field forces report through the management chain to headquarters.

**2.2.1.1 Alternative 1:** Figure 1\* shows a structure in which the regional offices and the plant representatives report through two different paths to headquarters. The military service responsibilities are separated by service.

**2.2.1.2 Alternative 2:** Figure 2 shows a structure similar to Alternative 1, except that the military service responsibilities are organized by similarity of product, across service lines.

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\* Figures begin on p 17.

**2.2.1.3 Alternative 3:** Shown in Figure 3, this alternative proposes establishment of deputies for each military service, with separate regional offices for other contract management.

**2.2.1.4 Alternative 4:** Figure 4 shows a structure under which all PROs and Management Areas (MAs) report to regional deputies for PROs and MAs. In this alternative, there are no separate military service groups or deputies above the PRO level.

**2.2.1.5 Alternative 5:** Shown in Figure 5, this alternative is similar to Alternative 4 except that a number of separate "major systems" are defined as reporting directly from the PRO to the regional (District) commander.

## **2.2.2 District Establishment Alternatives**

Each of the five management alternatives described in the previous section envisions the establishment of some number of regional subheadquarters offices, termed "Districts," for the supervision of MAs and PROs. Regardless of which management alternative is selected, there is also a choice of the number of regions and the location of the District headquarters within that region. There are now nine DCMRs, and all proposed alternatives reduce this number significantly. Those DCMRs that do not become District headquarters will be disestablished, and their co-located DCMAO will be augmented to become a management area coordinating office ("Super-MA") office, which will support the other DCMAOs in that area.

**2.2.2.1 Multi-district Structure:** Figure 6 illustrates the possible formation of three regional Districts to manage DOD contracts. Figure 7 defines a four-District structure, and Figure 8 shows one of several structures proposed for five Districts. The structure shown in Figure 8 is proposed for implementation. Boundaries were developed, in all cases, so that distribution of workload was approximately equal among the new Districts. Table 1 compares the new workload.

Using the same alternatives, the approximate number of personnel required to operate the District office under the three-, four-, and five-region alternatives are 680, 510, and 350; the approximate number of contractors to be managed would be 10,000, 7,500, and 6,000, respectively. For comparison, Table 2 lists the workload and certain management efficiency factors for the existing DCASRs.

**2.2.2.2 Location of District Headquarters:** Each of the present DCMRs is, by definition, within one of the regions defined by any alternative. Any of these nine

existing activities could be established as a District headquarters. Further, the Air Force CMD headquarters at Kirtland AFB is approximately the size of many DCMRs, and also has potential to be a District headquarters. Thus, there were 10 potential locations for three to five new District offices. The DCMR and CMD locations originally under consideration were: Boston, New York, Philadelphia, Chicago, Cleveland, Dallas, St. Louis, Atlanta, Albuquerque, and Los Angeles. Those present DCMR locations that will not host a District headquarters will provide personnel to a Super-MA, with staff added to the DCASMA (now DCMAO) office at that location. Should Albuquerque not be a District headquarters, the alternative planned is the creation of a Defense Contract Management Operations Office (DCMOO) of approximately twice the size of the added personnel of a Super-MA.

### ***2.2.3 No Action Alternative***

In this administrative action, "no action" is interpreted to mean that no major changes will be made in the manner in which DOD administers their procurement contacts. The existing structure of DCASRs, DCASMA, and DCASPROs (since March 1990 termed DCMRs, DCMAOs and DCPROs) and the Air Force Contract Management Division (AFCMD) and AFCMC would remain intact. The separate military department management of certain contracts through a separate PRO structure would be retained as well. In any organization of this size, however, small structural changes are quite likely to be implemented year by year for other reasons. For example, a general reduction in force, primarily through attrition, across all elements of the DCMR organization has been in effect for several months. This will continue until cost reduction goals have been met. Further, the formation of the DLA Finance Center, which centralizes most DLA accounting and payment activities, will continue to move positions in this area to the Center in Columbus, OH. Finally, the DOD-wide hiring freeze, which has been in effect since January 1990, has affected personnel mobility significantly. Such changes deriving from other requirements will not be considered here as alternatives to the DCMC action, although they may interact with it in terms of employment and space usage.

### ***2.2.4 Type of New Organization To Be Established***

Several options are theoretically possible for the nature and level of the new organization. From its initiation, the new entity was regularly referred to as the Defense Contract Management Agency (DCMA), implying a separate structure outside the military services or existing agencies, such as DLA, but roughly parallel to DLA in level and independence. Since the new organization would

command up to 25,000 personnel, this approach is reasonable. Another alternative is to establish a new command within an existing agency, such as DLA. The new organization would be known as the Defense Contract Management Command (DCMC). The choices of a managerial structure, a district structure, and headquarters location are considered independent of the choice of the type of organization and could be implemented in either case.

#### ***2.2.5. Location of National Headquarters***

The new organization, regardless of whether a separate agency or a command within DLA, will require the creation of a headquarters staff and a location for the commander and staff. In theory, such an organization could be located in almost any city or state. In practice, if space can be made available, a location within the Washington, DC metropolitan area is reasonable and logical. Liaison will be required regularly with high-level officials in DOD, therefore remote siting would increase operating costs and decrease efficiency if intercity travel were required for these purposes. Within the National Capitol Region, there are also a wide variety of potential locations where such offices could be established. Since it appears that a majority of the staff of the headquarters personnel would be transferred from similar duties within DLA, a location within the present DLA facilities at Cameron Station, Alexandria, VA, seems most likely to be available. Initially, the personnel could occupy the same rooms in which they are now located.

#### ***2.2.6 Time-Phasing of Proposed Action***

As now proposed, the Western District, with headquarters at Los Angeles, is proposed to be the first region to be consolidated on 1 October 1990. This would involve transfer of Arizona and New Mexico activities from DCMR Dallas. On 1 February 1991, the remainder of the DCMR Dallas activities would be transferred to the Southern District at Atlanta. The next transfer would be of DCMR St. Louis activities to the North Central District at Chicago. DCMR New York activities will be divided between the Northeastern (Boston) and Mid-Atlantic (Philadelphia) Districts as the next step, and the transfer of DCMR Cleveland activities to the North Central and Mid-Atlantic Districts will be the last major action. Exact dates for the latter three transfers are not yet established.

### 2.3 Purpose and Need for the Action

The President of the United States, as the Commander in Chief of the Armed Forces as well as the Chief Executive of the Executive Branch, has directed DOD to develop a more efficient structure to manage contract administration. Some of his goals include cost savings through more efficient oversight of contractor performance and more efficient use of the existing workforce. This directive is within his authority, and is considered reasonable and legal. The changes proposed are in direct response to this directive, and are believed to comply with both the letter and spirit of the President's request. The purpose of the action is thus to comply with the directive of the Chief Executive. The need for the action has its basis in the perception of many individuals (the Chief Executive, his advisors, many members of Congress and many segments of the public) that maximum effort has not, heretofore, been expended to administer DOD procurement contracts as efficiently as possible.

### 2.4 Preferred Alternative

The Defense Contract Management Task Force has stated in their report to the Under Secretary that, of the management organizational alternatives, they prefer Alternative 4. In this alternative, all MAs and PROs report through a deputy district director. The proponents of the action also favor the five-district structure over the three- and four-district alternatives. They also would prefer location of the headquarters in Washington, DC, and the creation of a Defense Contract Management Command (DCMC), the latter primarily because of perceived economies in its establishment as compared to the (independent) Defense Contract Management Agency (DCMA). Specifically, no independent support structure would be required.

The preferred locations for District headquarters locations were announced in late January 1990. At that time it was proposed that Los Angeles, Chicago, Atlanta, Philadelphia, and Boston would become the headquarters of the Western, North Central, Southern, Mid-Atlantic, and Northeastern Districts, respectively. The present DCMR locations that do not become a District headquarters will become Super-MA offices, representing an addition to the strength of the DCMAO in that city. These locations are now proposed to be New York, Cleveland, St. Louis, and Dallas. It was further recommended that a portion of the AFCMD organization at Kirtland AFB be retained to form the Defense Contract Management Operations Office (DCMOO), and that the AFCMC, Wright-Patterson AFB, will become known as the Defense Contract Management Command - International.



The overall goals of the reorganization, in addition to greater efficiency in contract administration, also incorporate the following principles: (1) District offices should be located on military installations or in DOD-owned buildings, (2) as an emergency preparedness measure, locations should be close to support industries, (3) locations should be in close proximity to the buying command and the contractors, (4) travel, especially overnight travel, should be minimized through selection of location, and (5) facilities should be adequate for current mission support as well as possible growth. The final proposal for location of District headquarters was made with these criteria in mind, although not all factors could be realized at each location.

In each of these cases, it is explicitly stated that the present DCMAO offices and the Plant Representatives (both DLA and military) will be transferred to the new organization "as-is, where-is." For purposes of this EA, this policy has been interpreted to mean that no significant personnel or locational changes are required or proposed. There will, of course, be numerous small changes, such as eventual printing of new stationery and altered management of the motor pool vehicles. Such small changes, even collectively, are not significant in the NEPA regulatory sense.

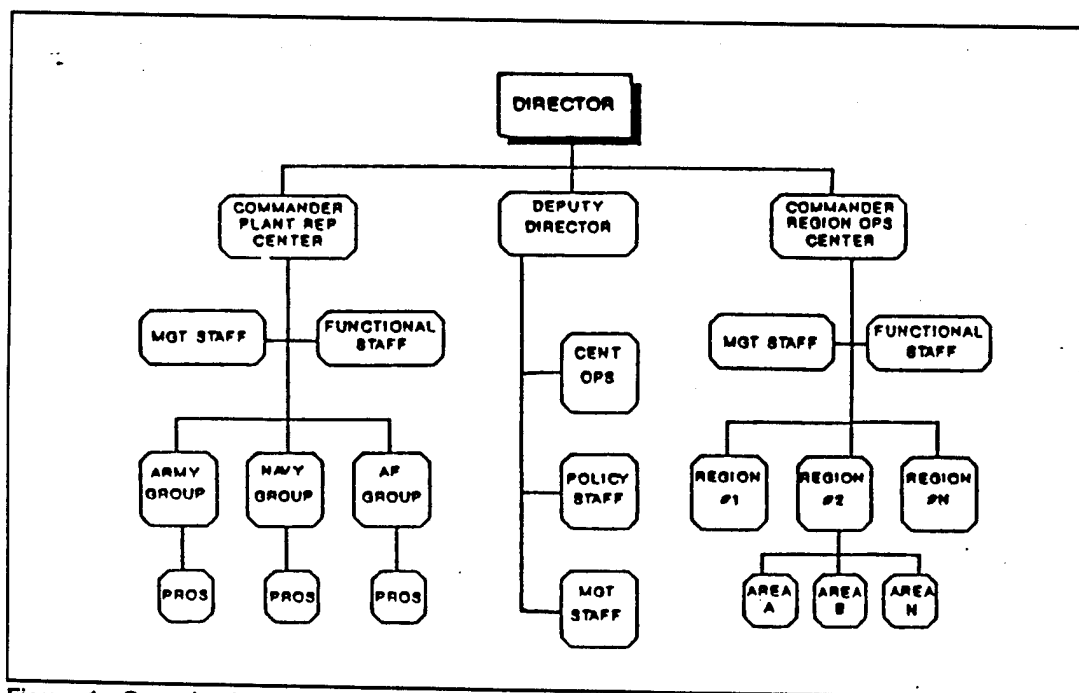


Figure 1. Organizational Alternative One.

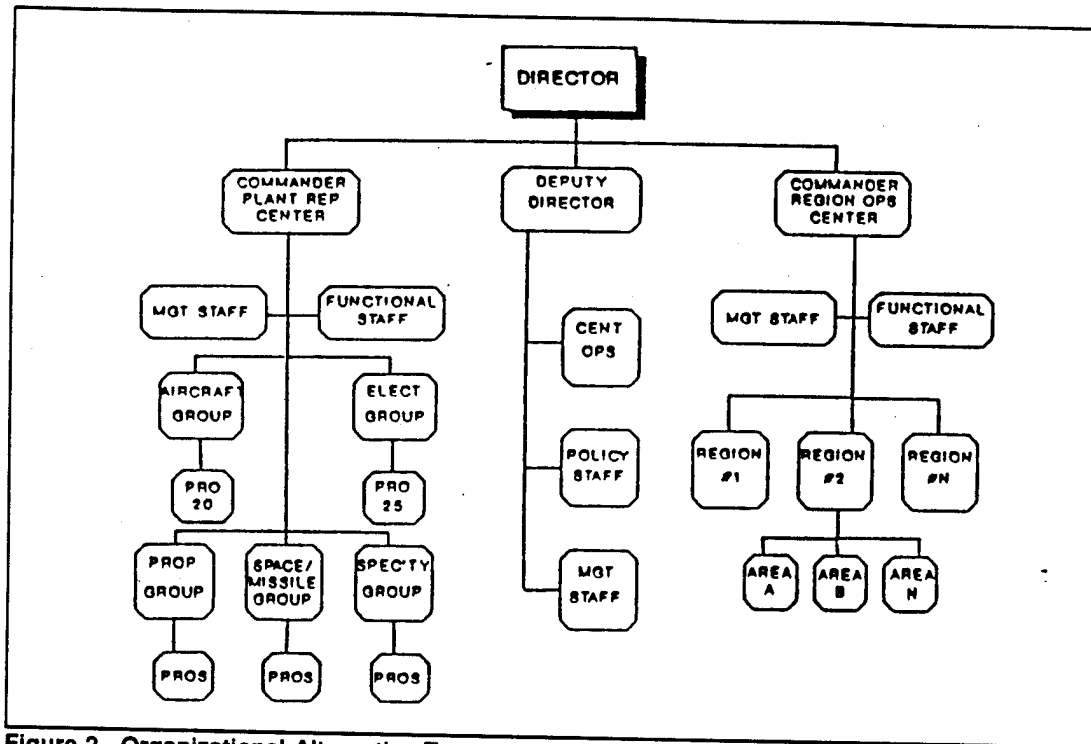


Figure 2. Organizational Alternative Two.

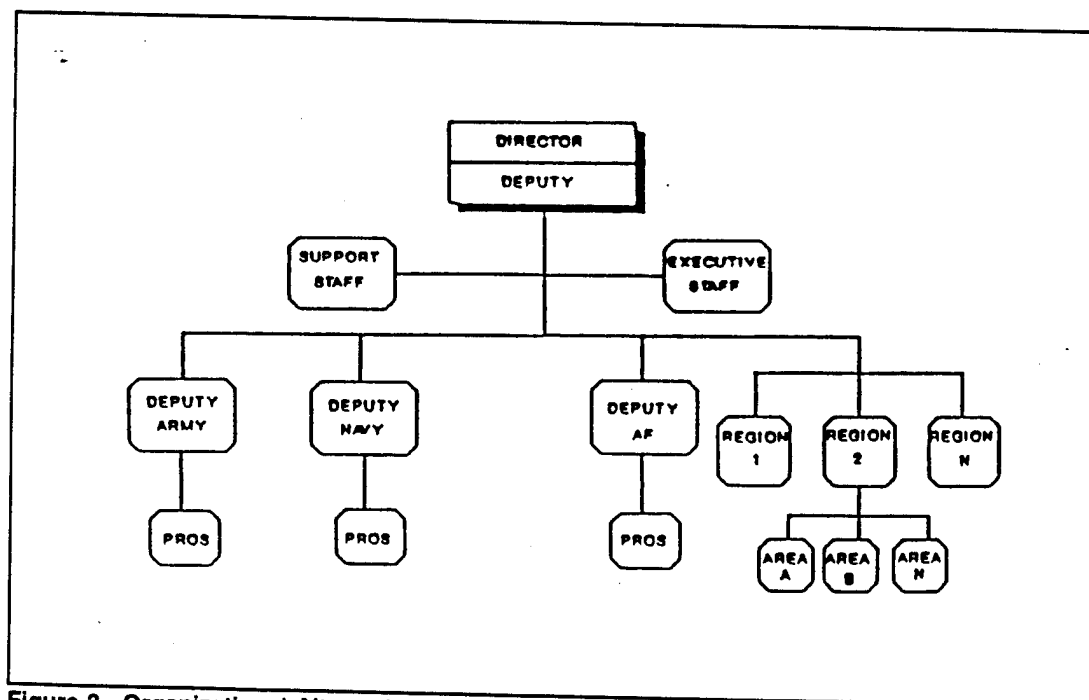


Figure 3. Organizational Alternative Three.

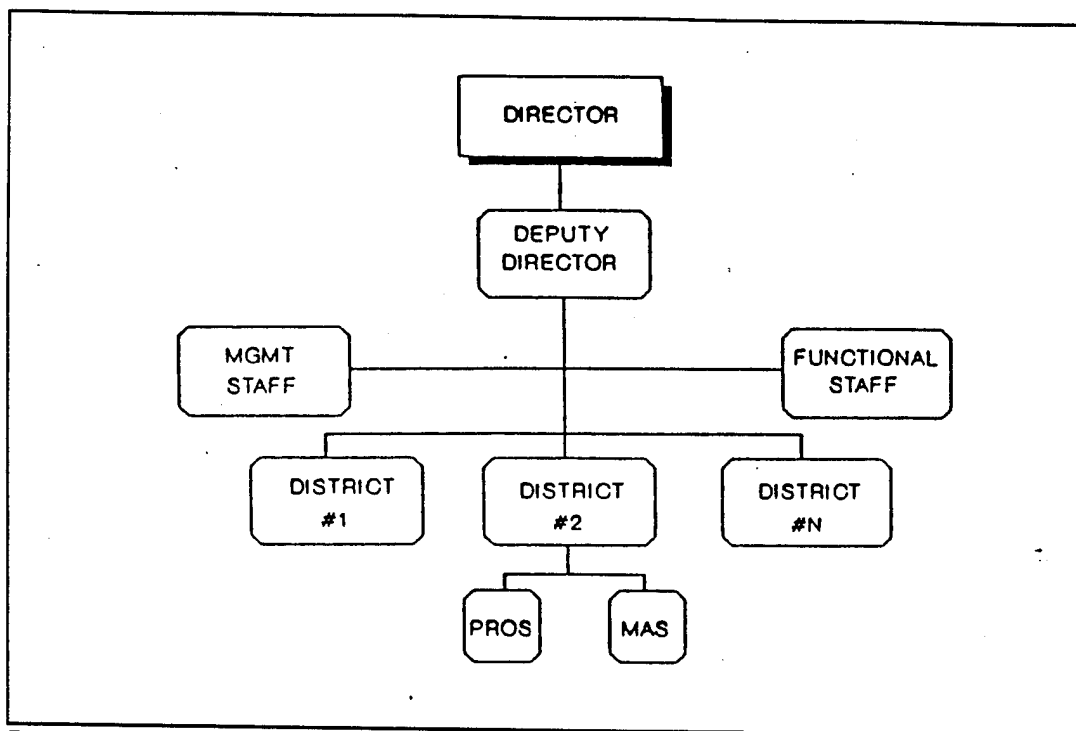


Figure 4. Organizational Alternative Four.

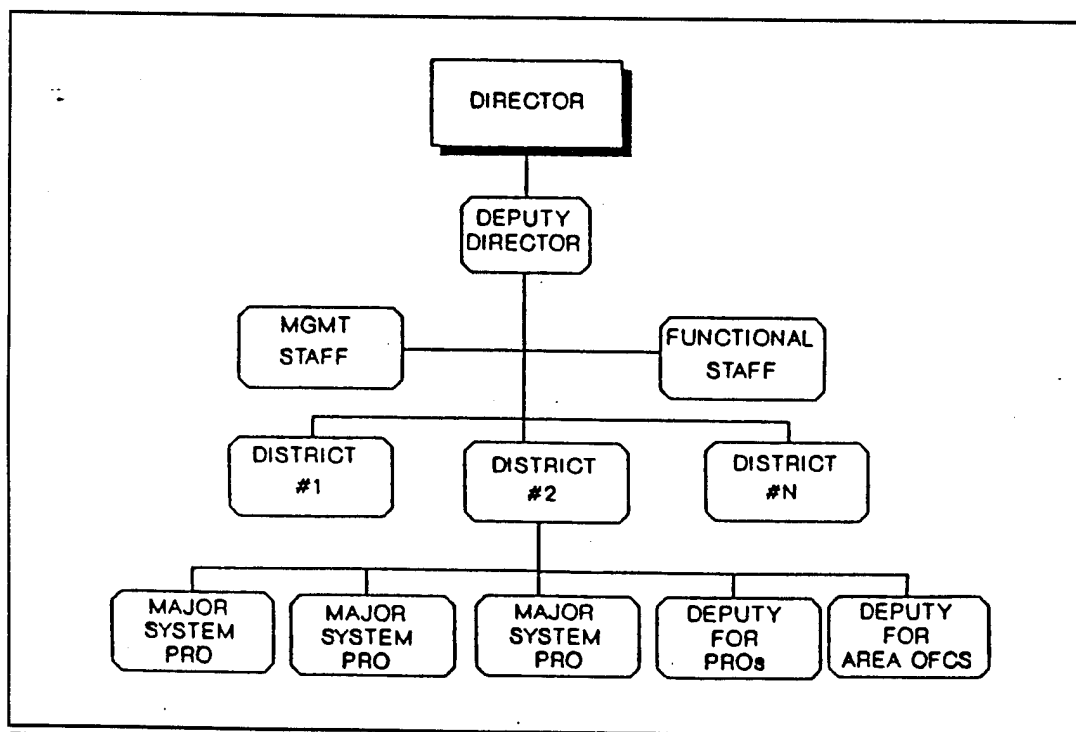


Figure 5. Organizational Alternative Five.

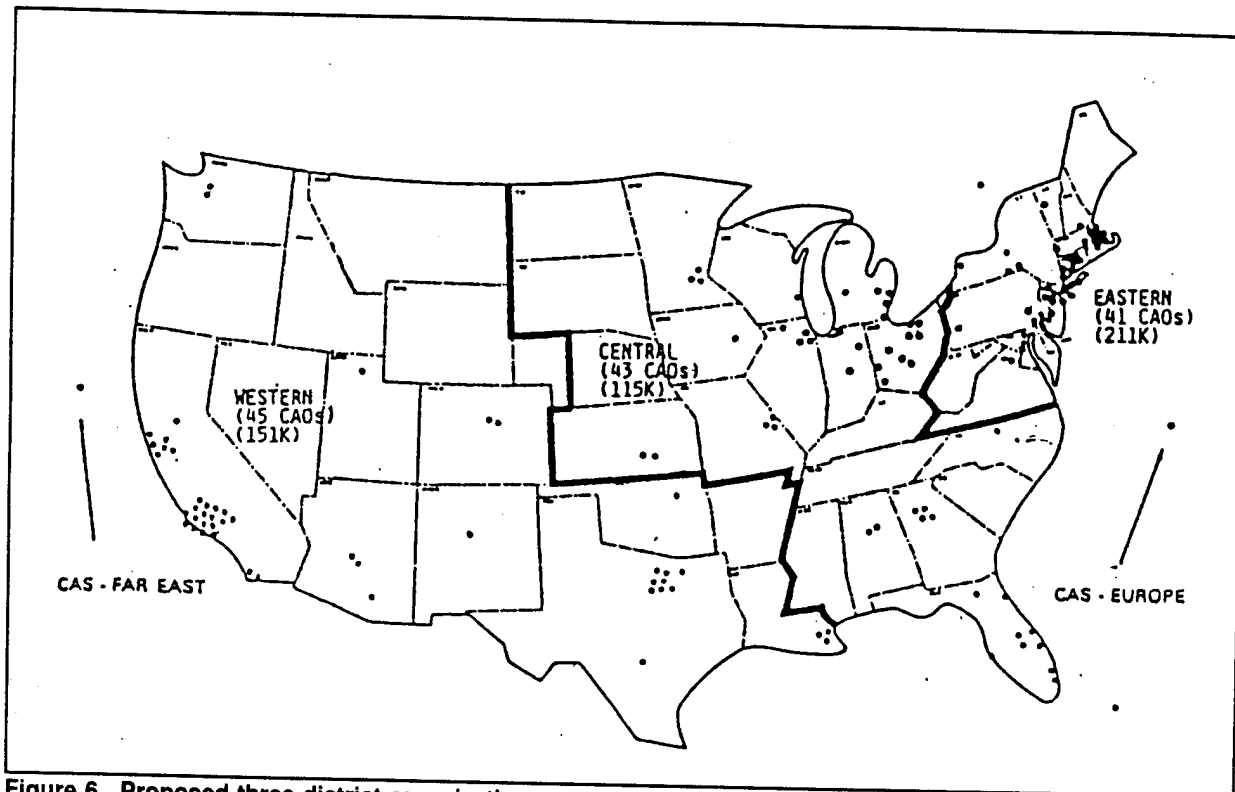


Figure 6. Proposed three-district organization.

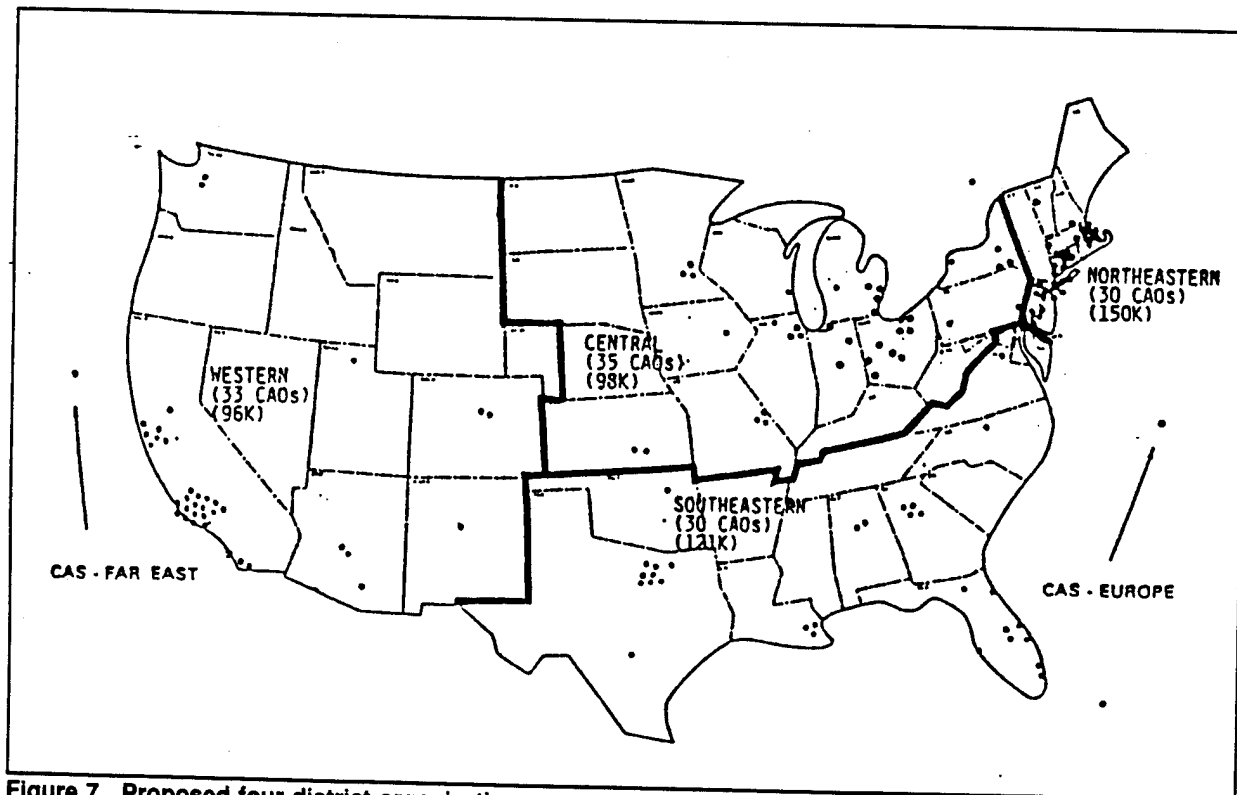


Figure 7. Proposed four-district organization.

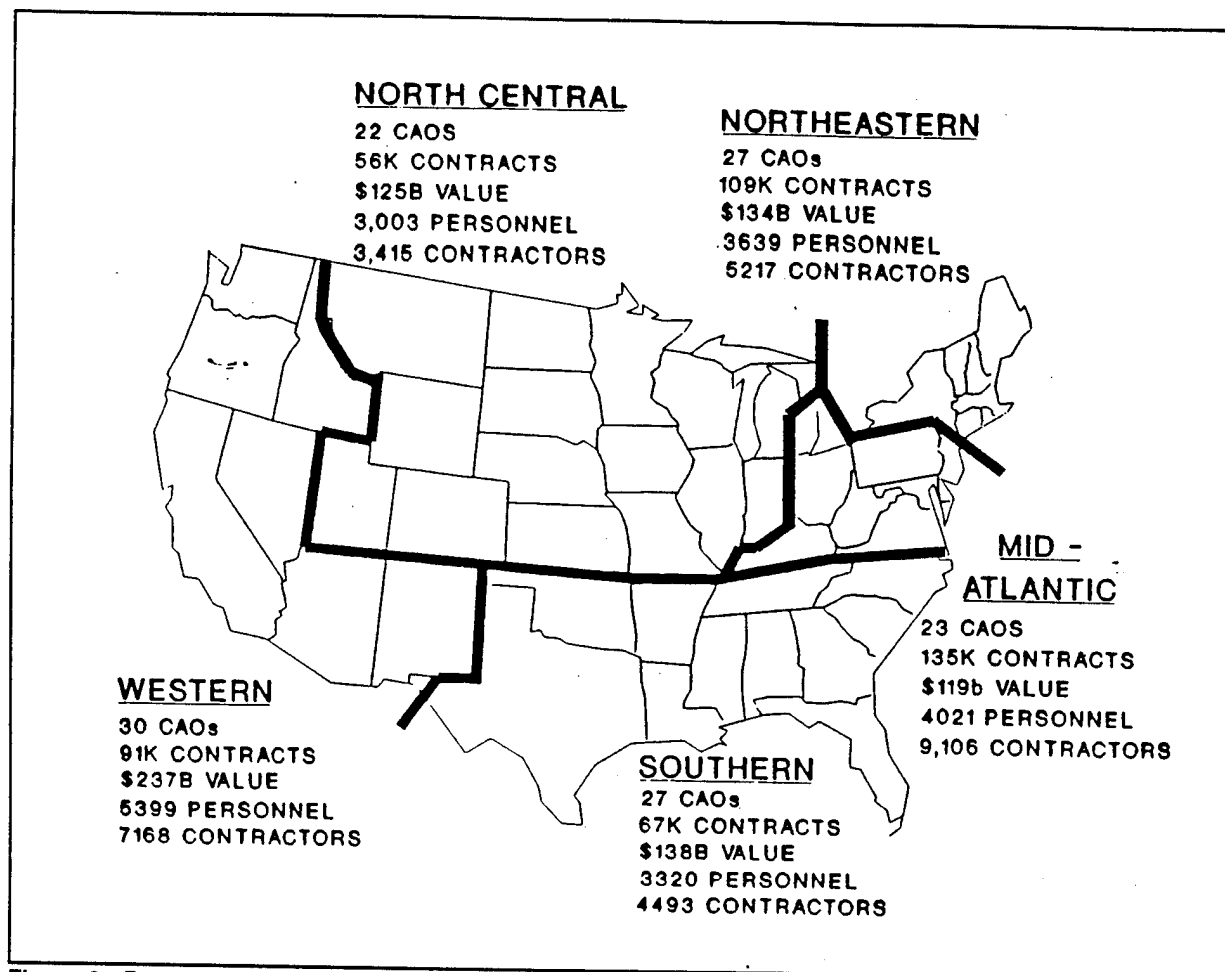


Figure 8. Proposed five-district organization.

Table 1. District workload comparison for 3, 4, or 5 regions.

#	Region	# Offices	# of Contracts
3	Eastern	41	211,000
	Central	43	115,000
	Western	33	96,000
4	Northeastern	30	150,000
	Central	35	98,000
	Southeastern	30	121,000
	Western	33	96,000
5	Northeastern	27	109,000
	Northcentral	22	56,000
	Mid-Atlantic	23	135,000
	Southern	27	67,000
	Western	30	91,000

Table 2. Workload statistics (and other facilities and performance comparisons) for current DCASRs and AFCMD.

	Boston	New York	Philadelphia	Atlanta	Cleveland	Chicago	Dallas	St. Louis	AFCMD	Los Angeles
Facilities Type	GSA Owned	GSA Owned	DOD	DOD	GSA Owned	DOD	Comm.	GSA Owned	DOD	Comm.
# Contracts Part A	22,393	18,624	31,727	22,393	10,628	6,492	12,184	8,187	27,590	34,580
# Contracts Part B	13,393	22,176	22,637	13,159	19,636	7,937	16,715	6,714		36,950
# Value (M)	64,779	29,127	50,668	37,999	17,906	19,205	34,123	19,252	265,896	180,233
# Plant Offices	19	19	19	15	14	14	16	16		23
% Undefined Prov-Orders O/H Over 189 days	2.2	1.6	18.9	14.8	0	11.4	8.4	1		18.9
% Open Physically Complete Car Part A	7.4	8.9	35.7	30.5	7	8.9	4.1	7.6		42.6
% Pricing Actions O/H Over 45 days	0.4	3.1	4.4	15	1.4	0	0.9	6.8		42.6
% Under ACO BQA Orders w/over 180 days	2.7	7.3	13.9	25.5	0	1.4	1.5	5.5		17.6
% ACO Chg Orders O/H over 180 days	1.2	2.3	9.4	2.8	2.3	11.9	4	5.3		9.4
% QAR Certified in all Assigned Areas	60	72	77	64	75	74	61	83		89
% Required Training Completed	87	74	86	77	78	86	90	82		90

## 3 Affected Environment

### 3.1 Biophysical Environment

#### 3.1.1 *Potentially Affected Environments*

The environments potentially affected are those associated with the locations of the present DCMRs, the AFCMD, the AFCMC, the proposed District Headquarters, and the location of the proposed National Headquarters offices. Thus, a minimum of 12 locations, each in a different state, is involved in fully defining the biophysical environment. Site visits were made to all locations where the formation of a District Headquarters is proposed. This decision was based on the assumption that only at these locations was physical expansion even a possibility, and that facility expansion was the most likely trigger for effects on the biophysical environment.

#### 3.1.2 *Proposed National Headquarters Location*

The proposed location for the National Headquarters of the new organization, under the preferred alternative, is at Cameron Station, Alexandria, VA. For purposes of this phase of the EA, the present offices of the DLA Directorate of Contract Management (DLA-A), in Building 8, Cameron Station, will be the biophysical environment examined.

#### 3.1.3 *Proposed District Headquarters Locations*

##### 3.1.3.1 *DCMR - Los Angeles*

*General Setting:* The Defense Contract Management Region - Los Angeles is housed at 222 N. Sepulveda Blvd., El Segundo, CA; one of three buildings at this site called, collectively, Pacific Corporate Towers. The DCMR and the DCMAO El Segundo, together occupied floors 2 through 11 of the building as of 1989. This building was built for office space in 1985, and has housed these DLA activities since that time.

*Physical Facilities:* There are approximately 20,000 sq ft\*\* of usable space on each floor of the building. As a result of the formation of the DLA Finance Center in 1989, floors 6 and 7 (approximately 40,000 sq ft), which were devoted to comptroller activities, have been vacated since March 1990. This space will be re-rented by the General Services Administration (GSA) to other U.S. Government tenants. Floors 4 and 5 are occupied by DCMR El Segundo. (Note that there are other cases where the name of a DCMR corresponds to the name of its region and not the city in which it is actually sited. Atlanta is another example.) The total floor area now occupied by DCMR Los Angeles is approximately 120,000 sq ft. The rental rate under the GSA contract is \$23.22 per sq ft per year.

Parking is available in the area only in a facility adjacent to the building and is managed by the same owner. Approximately 385 spaces in this structure are allocated for use by DLA personnel, and all are reserved for car pool use. In addition, 54 spaces are reserved for management and U.S. government vehicles. Individual employee parking is possible through separate monthly fee payment to the owners. At this time, no parking shortage exists. The building is served by public transit, but, like almost all Los Angeles County public systems, schedules are less than ideal and travel times are very long. A small proportion of the employees of the DCMR do use public transit.

The facility post-dates the use of asbestos and polychlorinated biphenyl (PCB)-containing electrical equipment, and no hazard from either of these sources is present. Building air quality is regularly monitored, and a no smoking policy was instituted for the entire building due to the inability of the heating, ventilating, and air-conditioning (HVAC) systems to separate airstreams from previously designated smoking areas. Inadequate makeup air is a typical reason for such problems. In Los Angeles, however, outdoor air quality is often very poor quality as well, so the best option was to prohibit indoor smoking totally. This appears to be adequate for present population levels.

One of the goals of the DCMA reorganization was to move activities, wherever possible, to Government-owned, preferably DOD-owned, facilities. This is not met in the case of DCMR Los Angeles. A special study undertaken in March 1990 did not identify any DOD property within 1 hour's drive (roughly 30 to 35 miles) of the present location that had space available adequate to house the DCMR functions. Several theoretically possible locations exist at greater distances (i.e., 50 to 75 miles) at which new facilities might be constructed for this purpose, but this is considered a separate decision, not a portion of this action. In any case, should

\*\*

1 sq ft = 0.093 m<sup>2</sup>; 1 cfm = 0.472 L/sec.



this option be chosen, it would be more than 5 years before the facilities could be occupied.

### 3.1.3.2 DCMR - Atlanta

*General Setting:* DCMR - Atlanta is located in Marietta, GA, within Air Force Plant #6, at the northwest edge of Dobbins AFB. This Government-Owned, Contractor-Operated (GOCO) facility is operated by the Lockheed Corporation for use in production of aircraft and components. Within the plant, the DCMR occupies a portion of Building B-95. The remainder of the building is occupied by Lockheed employees. There are separate entrances, and no shared space within the building. The DLA leases 177,000 sq ft within the building for the DCMR and DCMAO, and is a tenant of Lockheed for administrative purposes, although the facility is owned by the Air Force.

*Physical Facilities:* Building B-95 was originally built in 1965-66, was moved from California to its present location in 1975-76, and has been occupied by the DLA activities since that time. It is a prefabricated, metal-frame building that has been extensively subdivided into large and small offices and work areas. Of the 177,000 sq ft leased, the DCMR occupies approximately 94,000 sq ft; the DCMAO, 18,000; other DLA activities about 18,000; and other, smaller tenants, support activities, common-use areas, and corridors occupy the remainder.

HVAC is now provided by 37 separate, roof-mounted units. These are rapidly reaching the end of their economic life, and have been scheduled to be replaced with a central system in the near future. A significant gain in efficiency is anticipated, as well as improved reliability and much lower maintenance cost. This improvement has been planned for several years, and is not considered to be a result of the DCMA reorganization.

Indoor air quality has been monitored from time to time, with no results which would indicate a problem. Asbestos has not been identified in the air samples within B-95. There is no heavy electrical equipment that might contain large quantities of PCBs, and fluorescent light ballasts have been examined and found not to contain PCBs. The drinking water has been surveyed for lead, and equipment and individual feed lines have been replaced in those cases where leached lead exceeded standards. All drinking fountains that did not meet the lead standards have also been replaced.

### 3.1.3.3 DCMR - Chicago

*General Setting:* DCMR - Chicago is located on 6400 North Mannheim Road, Chicago, IL. It is a tenant of the O'Hare Air Reserve Forces Facility, adjacent to the major Chicago commercial airport. The DCMR and DCMAO employees are located in Building 4 on this facility. They are the major tenants, with minor portions of the area occupied by other DOD activities. Building 4 is a two-story structure originally constructed in (approximately) 1943 as an office building to house the design and clerical staff for an aircraft manufacturer under contract to DOD.

*Physical Facilities:* A site visit of Building 4 was conducted in March 1990, and studies and designs concerning rehabilitation planned to take place in the near future were examined. The building was constructed with a small number of large, open-bay office areas, and has since been extensively modified through addition of numerous interior partitions. The building housed about 800 DCMR and DCMAO-related persons in the recent past, and now houses approximately 600 in both functions, combined. The basic floor area is available for expansion, but current layout problems make most efficient use of this space difficult. An extensive proposed remodeling of the structure is planned to begin in Fiscal Year (FY) 1991 and was scheduled for many years before the formation of the DCMA Task Force. The changes will restore open-office configuration, combined with systems furniture, to most areas. This is expected to provide more useful space as well as better air circulation. Central air-conditioning would be provided for all workspace.

Heat is provided through steam lines from a central heating plant operated by the Air Force, owners of the installation. No central air-conditioning is provided other than to the mainframe computer rooms. Other workspace that is air-conditioned must be serviced by individual window or "through-wall" units. This is considered a maintenance problem, and provided only minimally acceptable working conditions on many days.

A basewide asbestos survey of Building 4, conducted in January 1990, found asbestos in pipe and pipe fitting insulation, ceiling tiles, and floor tiles. Samples from Building 4 were analyzed and showed airborne asbestos structure concentrations of less than or equal to 0.010 structures/mL (Randolph & Associates, Inc., 1990), which falls within the regulatory standards. Six locations in Building 4 were identified, however, as current or potential asbestos hazards, where removal was recommended.

A study of lead in drinking water was conducted in 1989, and no excessive levels were found with the basic supply or the distribution system. In common with most other locations, some individual drinking fountains were replaced as a result of this survey.

#### 3.1.3.4 DCMR - Boston

*General Setting:* DCMR - Boston, is the largest of approximately 27 tenants located in the Barnes Building, managed by Fort Devens. The Barnes Building, located at 495 Summer Street, Boston, MA, was originally designed in 1909 to serve as a wool warehouse. It consists of nine floors plus a basement. The building has undergone extensive remodeling since 1978. The work has included re-roofing, new central air-conditioning system, suspended ceilings, light fixtures, floor covering, and general overall upgrading of existing facilities, as well as reconstruction of the parking area (Ganteaume & McMullen, Inc., 1981).

*Physical Facilities:* The DCMR became a tenant in the Barnes Building in March 1982. DCMR and DCMAO employees occupy the top three floors and have a stock room, audiovisual room, and a printing press room on the 6th floor. Remodeling and upgrading of areas occupied by DLA employees was completed in November 1989. This included supplementing existing electrical capability to meet increased demand placed by the use of personal computers, replacing old furniture with new Westinghouse systems furniture, and new carpeting. The facilities provide adequate space for its employees and an aesthetically pleasing environment.

The electrical power distribution system was supplemented approximately at the time systems furniture was installed on floors 7, 8, and 9. Every microcomputer has a dedicated circuit to avoid circuit overload. A diesel powered emergency generator system provides a backup for critical functions during emergency conditions.

The building HVAC system is designed with an "economizer" cycle to permit the use of outside air for cooling without the need to operate the chiller system when the outside air temperature is low enough to attain the desired level of space cooling. The building is equipped with 35 HVAC units. The air is distributed via a ductwork system to enter the space through linear diffusers on each window sill and ceiling diffusers, and the air leaves the space through ceiling return registers, building mechanical exhaust, and exfiltration.

Indoor air quality was evaluated in December 1986, and it was found that portions of the Barnes Building (including floors 7 and 9) were accumulating stale air and

were not getting a sufficient supply of fresh air. This report recommended the adjustment of outside air dampers on certain air handling units to ensure that 20 cubic feet per minute (cfm) (ASHRAE Standard 62-1989—American Society of Heating, Refrigerating and Air-Conditioning Engineers) is supplied for each person in all areas of the building. No asbestos was detected during an analysis conducted on one bulk sample in December 1988.

During routine testing in March 1989, the water was tested for lead. Most areas tested were well below the Environmental Protection Agency (EPA) level of 0.05 mg/l with the exception of two water coolers on the 6th floor. The EPA recommended running the water for 15 to 30 seconds to flush out the contaminants to below the 0.05 mg/l level. Repeat tests at problem areas in April 1989 found running the water for 30 seconds brought the lead level to below the EPA standard.

Presently, the DCMR has space available for an additional 30 to 40 personnel. However, to accommodate more than 40 people, two possibilities exist. One, more space could be acquired on the 6th floor of the Barnes Building, and second, the auditorium on the 2nd floor could be converted to office space. This alternative would be considered only if necessary. These two expansion options combined could provide space for approximately 100 employees.

The parking lot adjacent to the Barnes Building has approximately 850 spaces, including 10 designated as handicapped spaces. An additional 150 spaces could be made available, if needed, by re-striping the existing lots to designate spaces for large and compact cars. Access to public transportation is good with the South Station providing access to commuter trains.

### *3.1.3.5 DCMR - Philadelphia*

*General Setting:* DCMR - Philadelphia is a tenant of the Defense Personnel Support Center (DPSC). The DCMR and DCMAO employees are primarily located on the second floor of Building 6, which is within the facility of DPSC, at 2800 South 20th Street, Philadelphia, PA. The DPSC facility occupies an area of approximately 87 acres, bounded by 20th Street on the East, Oregon Avenue on the north, and Schuylkill Expressway on both the west and the south sides.

Building 6 was constructed in 1942 as a warehouse building and was used for the inspection of cloth and storage. The structure is two stories with no basement; the 1st floor area is approximately 159,044 sq ft, and the 2nd floor area is approximately 172,038 sq ft. Upgrade of the 2nd floor, from warehouse to office space,

was performed in 1968. In 1985, DCASR offices were upgraded, with new Westinghouse systems furniture and carpeting.

At present (April 1990), the 2nd floor is being used for office areas. DCMR and DCMAO offices occupy columns 26 through 57, and Office of the Comptroller, U.S. Army Support Center, and Office of Policy and Plans occupy spaces between columns 3 through 26.

*Physical Facilities:* A site visit of Building 6 was conducted in April 1990. During this visit, studies examining the current status of electrical problems, HVAC system problems, cleaning of ducts, and lowering the ceiling were made available.

Since the construction of Building 6 dates back to 1942, the electrical system of the building is inadequate to meet current demands. Some electrical circuits are overloaded (e.g., one circuit should have two to three personal computers (PCs) on it; however, it was found that some have as many as seven PCs on one circuit). Therefore, the load/circuit was found to be unevenly distributed. A survey has been conducted that shows the layout of the electrical distribution system, and it points out the need to redesign the system to meet current and anticipated workload requirements.

The DCMR/DCMAO office areas have recognized HVAC system problems. Since rooms have been rearranged, windows upgraded, insulation added, and the interior and exterior air mixed, the existing HVAC system is inadequate. During the winter months, the exterior offices have a greater heat loss and remain cold, while the interior partitioned spaces get too warm. During the summer, the exterior offices have a greater heat gain during peak solar hours. Because the thermostat senses the interior space, proper conditioning is delayed causing the exterior offices to become hot. An HVAC study (Burkavage Design Associates, 1988) evaluating the current problems associated with the HVAC system, including recommendations to correct the problems, has been prepared. However, an estimated \$40,000 is needed to complete the design for this study before the actual work could be initiated.

In addition to the modification of the existing HVAC system, it would also be desirable to lower the existing ceiling to contribute toward efficient use of energy. Lowering the existing 11-ft ceiling and installing the new 9-ft panels would also provide better lighting in the areas occupied by DLA employees. An examination of the current situation assessing the work involved has been conducted through the DPSC facility engineers' office, and funding has been requested.

Cleaning of dirt and debris from the overhead air vents has been requested by the Safety and Health Office to DPSC facility engineers' and is scheduled during FY90. According to ASHRAE Standard 62-1989, "Ventilation for Acceptable Indoor Air Quality," a minimum outdoor air flow rate of 20 cfm is recommended for each office occupant in order to keep carbon dioxide levels below an acceptable 1,000 parts per million (ppm).

Water quality tests were conducted on the water from problem drinking fountains due to complaints relating to taste to find out if they presented a health hazard. High levels of lead were not found in the water sampled from drinking water fountains in Building 6. In addition, a series of tests for both inorganic and organic chemicals to verify compliance with the Safe Drinking Water Act have been requested (March 1990) by the Safety and Health Office, but results are not available.

DCMR - Philadelphia at its present facilities with its current strength has limited expansion capability. Due to the proposed consolidation structure, the DCMR is expected to gain approximately 140 positions from both Cleveland and New York. Out of the 270 people currently employed by the comptroller function, approximately 140 positions are proposed to be transferred to the DLA Finance Center (DFC) in Columbus, OH. However, it is not known at this time how many persons will actually move to the DFC. In addition, a new Program and Engineering Support Directorate will be added to the proposed structure for the Mid-Atlantic District. The Command Support Office will need to increase their staff to handle additional responsibilities of the proposed new district. A few people may also be added to other offices (e.g., legal staff and quality assurance). It is not known at this time how many additional personnel will be needed for the proposed new district.

There are two options that could offer expansion capability for the DCMR. The U.S. Army Support Group Activity also occupies space on the 2nd floor of Building 6. Their function is expected to decrease by approximately 50 percent and some space could be made available for DLA employees. The second option would be to convert approximately 12,000 sq ft of warehouse space on the 1st floor of Building 6. However, this space would require extensive remodeling before it could become useful as office space.

Availability of employee parking was also noted to be a concern inside the DPSC facility. Demolition of Building 5 to provide additional parking is on the list of DPSC proposed future projects that await funding.

## 3.2 Socioeconomic Environment

### 3.2.1 Employment

*3.2.1.1 Regional Employment:* The total number of military and civilians now directly employed by DLA, the DCAS structure, and the military service PROs exceeds 24,000 (Table 3). The figures given in Table 3 are for directly-employed DOD personnel only, are arranged by present DCMR, and are for FY89. The personnel at Albuquerque are those employed by AFCMD.

*3.2.1.2 Local Employment:* Table 4 presents the direct (primary) and indirect (secondary) employment resulting from the 1989 operations of the nine DCMRs and the AFCMD. These 10 locations are the largest concentrations of presently employed persons, and are the only ones where potentially significant employment consequences might result from the proposed action. While the numbers of persons are large in several cases, the largest proportion of the local employment represented is 0.36 percent (in Albuquerque). Even in this case, it is only a fraction of 1 percent of the locally employed adults. Calculations are based on the Economic Impact Forecast System (EIFS) developed by the U.S. Army Corps of Engineers Construction Engineering Research Laboratories (USACERL), Champaign, IL (Hamilton and Webster 1979; Robinson et al. 1984).

### 3.2.2 Regional Economy

Because the regional spread of the approximately 24,000 persons now employed in positions related to contract management is so great, no meaningful estimate may be made of their collective impact on regional economies. The concentration of employees is not large enough, except in a few locations, to model their economic consequences. In terms of the possible effects of the action, however, this widespread network of persons is the least likely to be affected. All current proposals envision that the MA and PRO structure, with which these persons are associated, will remain essentially intact. Measurable changes, where they appear, will be most likely at the nine present DCMR locations and at AFCMD. Table 4 presents, in addition to the current employment, the present contribution of these personnel to the local economies of their respective areas. Calculations are based on the Economic Impact Forecast System (EIFS) (Hamilton and Webster 1979; Robinson, et al. 1984).

All DCMR locations and AFCMD are in large to very large metropolitan areas. Thus, the effects of even the largest DCMRs (Los Angeles, with 808 employees and Boston, with 877), are only 0.038 percent and 0.044 percent of the 1989 estimated

annual sales volume of those areas, respectively. Slightly more significant is the contribution of the present AFCMD organization, in Albuquerque, where calendar year (CY) 1989 activities contributed approximately 0.452 percent (this EIFS analysis) to 0.6 percent (Blucker, 1990) of the county economic output.

In general, the activities now housed at these 10 locations for the purpose of assisting with the contract management mission are providing contributions in the range of 0.01 percent to 0.05 percent of the regional economy (Table 4). These contributions are not large enough to be statistically separated from the "background" (i.e., they are much smaller than the errors inherent in the assembly of the information upon which the model is run). Inherent errors in data collection are frequently as large as 5 percent or more, therefore values that are two orders of magnitude smaller than this level are probably incapable of being measured.



**Table 3. Numbers of present employees (DCMR only, including DFC-identified personnel held within DCMR.**

Economic Region	Baseline Employees (1989)	Baseline Employees (1990)
Boston	778	637
New York	518	594
Philadelphia	467	561
Cleveland	532	499
Atlanta	495	443
Chicago	486	397
St. Louis	492	422
Dallas	443	426
Albuquerque	451	432
Los Angeles	755	468

**Table 4. Present contribution to local economy.**

MSA, PMSA, or NECMA Involved	Direct Employment <sup>1</sup>	Total Employment <sup>2</sup>	Personal Income <sup>3</sup>	Sales Volume
Boston	877	1,139 (0.053%)	\$18,519,000 (0.032%)	\$41,405,000 (0.044%)
New York	568	663 (0.015%)	\$13,400,000 (0.010%)	\$32,284,000 (0.011%)
Philadelphia	527	721 (0.032%)	\$12,889,000 (0.019%)	\$32,283,000 (0.032%)
Chicago	560	782 (0.025%)	\$17,732,000 (0.019%)	\$45,237,000 (0.026%)
Cleveland	614	825 (0.086%)	\$14,479,000 (0.051%)	\$37,174,000 (0.080%)
Dallas	495	644 (0.049%)	\$11,723,000 (0.034%)	\$34,960,000 (0.043%)
St. Louis	565	779 (0.065%)	\$13,770,000 (0.040%)	\$38,657,000 (0.067%)
Atlanta	560	722 (0.057%)	\$14,972,000 (0.048%)	\$36,647,000 (0.052%)
Albuquerque	790	823 (0.362%)	\$17,873,000 (0.323%)	\$33,226,000 (0.452%)
Los Angeles	808	1,380 (0.033%)	\$31,852,000 (0.026%)	\$84,575,000 (0.038%)

<sup>1</sup> Direct employment includes original DOD employees *plus* first order employed persons owing their employment directly to this presence. Please see the Appendix, Part A, for actual numbers of present employees and salary and support values used.

<sup>2</sup> Total employment represents direct employment plus those persons whose jobs are indirectly dependent on the directly employed.

<sup>3</sup> Personal income is calculated when residence is within the same economic region; small proportions of this effect are outside the region in each case.

Notes:

Employment and income inputs for all regions except Albuquerque are for 1989 for the present DCMR; at Albuquerque, these values are for the AFCMD activities.

Calculations through the Economic Impact Forecast System, Version 4.0

## 4 Alternatives Considered

### 4.1 No Action

"No action" is interpreted to mean that no major changes will be made in the manner in which DOD administers its procurement contracts. The existing structure of DCMRs, DCMAOs and DCPROs, and the AFCMD would remain intact. The separate military department management of certain contracts through a separate PRO structure would be retained as well. The formation of the DLA Finance Center (DFC), which centralizes most DLA accounting and payment activities, has and will continue to move certain positions now within some DCMRs to the Center in Columbus, OH. This separate action has been separately assessed (DLA 1990) and will not be considered here as an alternative to the DCMC action. Under this alternative, the DLA Directorate of Contract Management (DLA-A) will continue to occupy offices in Building 8 at Cameron Station, Alexandria, VA.

### 4.2 Five-District Structure

As discussed in Section 2.2.2, the originally proposed variations were for three, four, or five districts to be formed. The effects of their formation are likely to differ slightly in environmental consequences, particularly socioeconomic effects. However, the proposed action, as recommended by the Joint Task Force and the Under Secretary of Defense, is for the creation of five districts. This is the alternative that is likely to have the fewest environmental consequences. Thus, since the administratively preferred alternative appears to be the environmentally preferred alternative, no NEPA-directed purpose appears to be served by examining other possible courses of action. However, several potentially viable ways exist in which the boundaries for a five-district configuration may be drawn. Figure 8 shows the configuration preferred by the DCMC Task Force.

This map of district boundaries shown in Figure 8 was developed through application of several criteria. The first criterion was a rough equalization of workload, where possible. This factor is a complex result of the number of contractors, contracts, plant locations, and dollar value of the end items involved, and simple tallying of any of these elements, alone, does not present a meaningful

pattern. The second factor was the maintenance of present DCMAO (i.e., DCASMA) reporting boundaries wherever possible. Another factor was the desire to keep certain very specialized contracts, e.g., those for Army tanks, within one District. Most of the apparent anomalies in the proposed District map may be explained by such unquantifiable considerations.

#### **4.3 Type of Organization To Be Formed**

While there is measurable difference from a management perspective between the two organization alternatives, (i.e., the formation of a Defense Contract Management Command versus a Defense Contract Management Agency), there is little difference from a NEPA point of view. The possible variation might be in the number of persons at any one location, numbers of persons to be terminated or relocated, or construction requirements. Since the administratively preferred alternative, that of the formation of the DCMC, involves fewer persons and lesser space requirements, only the effects of this structure will be examined.

#### **4.4 National Headquarters Location**

The only available alternative for examination is that in which the National Headquarters of the new organization is located in the Washington, DC area. No other viable locations were proposed. It would appear that objections to this single alternative could be opposed, on an environmental basis, only if such location violated guidance of the National Capitol Area Planning Commission or the Washington Suburban Sanitary Commission (WSSC) for concentration of major new population foci that have potential to adversely affect transportation, wastewater treatment, and other infrastructure support systems. This choice will be examined from the perspective of such effects.

#### **4.5 DCMC International Activities**

The present staff of the Air Force Contract Maintenance Command would be transferred intact to the DCMC organization. Its new name is proposed to be the Defense Contract Management Command - International. No immediate structural changes in the organization or its activities are proposed.

## **5 Environmental Consequences of the Proposed Action**

### **5.1 Biophysical Environment**

#### ***5.1.1 National Headquarters Location***

The headquarters location of the DCMC would, as now proposed, involve approximately 200 military and civilian personnel. Of these, almost all are drawn from the present strength of DLA-A, now housed in Building 8, Cameron Station, 5010 Duke Street, Alexandria, VA. No additional space will be required for the new organization than is now used by the present DLA-A personnel. Possible consequences to the physical environment are limited to the effects of minor interior remodeling and painting. No additional parking spaces will be required. No more than (approximately) 25 persons will be transferred to the Washington, DC area as a result of this Headquarters establishment. No effects on housing availability or measurable added demands on any infrastructure system are anticipated. No measurable differences between implementation of the DCMC Headquarters and "No Action" can be identified.

#### ***5.1.2 District Headquarters Locations***

The five proposed District Headquarters locations, i.e., Los Angeles, Atlanta, Chicago, Philadelphia, and Boston to serve as headquarters for the Western, Southern, North Central, Mid-Atlantic, and Northeastern Districts, respectively, are the only other locations where effects on the biophysical environment could be induced by the action. A member of the study team visited each present DCMR office, with the assistance of a team from the DCMR, and evaluated facilities for adequacy for the proposed mission. Of these five locations, the Western District (Los Angeles) has no possibility of accommodating additional space requirements. The Southern District (Atlanta), North Central (Chicago), and Northeastern (Boston) could absorb moderate increases, if required by the final configuration, without severe problems requiring new construction. The Mid-Atlantic District (Philadelphia) has severe space problems at this time, and could assume only small numbers of new personnel without inducing expansion of some type. In no case will the numbers of persons to be added, if any, be sufficient to create this

type of demand, assuming that plans are implemented as now formulated. Thus, no induced effects on the biophysical environment appear to be a consequence of the formation of the DCMC.

### **5.1.3 Other Locations**

Other facilities involved in this action include the four DCMR offices that were not selected as District Headquarters, AFCMD, and AFCMC. The four DCMR offices (Dallas, St. Louis, Cleveland, and New York) will lose personnel, with the remaining personnel consolidated with the co-located DCMAO. The AFCMD will also be decreased in numbers, and will continue to occupy a portion of its present facilities on Kirtland AFB, Albuquerque, NM. In these five cases, no need for additional facilities may be inferred, rather much less space will be required. Again, no effects on the biophysical environment are seen. Of these, AFCMC is planned to undergo a change of name, with no other changes. No effects on the biophysical environment can be seen.

## **5.2 Socioeconomic Environment**

### **5.2.1 Effects on the Workforce**

**5.2.1.1 DCMR - Los Angeles:** At the initiation of the DCMA and DFC actions, Los Angeles had one of the largest numbers of personnel of any DCASR, approximately 750. Following full implementation of the DFC reorganization and the effects of the DOD hiring freeze, the March 1990 strength on board was 468. Should a final DCMR staff of approximately 350 be required, field placement at PRO offices is envisioned for most individuals who would not have a place in the Headquarters organization. Some higher graded personnel might not be able to be placed in fully equivalent positions in the long run, and would be downgraded. Given adequate time to effect the transition, the DCMR staff does not envision involuntary separation as necessary for implementation of the DCMA operating plan. They have, however, suggested that Los Angeles, because of the much larger numbers of personnel within their area (as compared to other districts), should be authorized a somewhat larger staff than other districts.

**5.2.1.2 DCMR - Atlanta:** As of March 1990, the authorized strength of DCMR Atlanta was approximately 443. This is below the 495 persons on board in mid-1989, and includes 135 persons who were originally employed in finance-related functions and are now temporarily assigned to other duties pending permanent outplacement. There are 308 full-time, permanent (FTP) employees now within

the DCMR staff. Of these, 18 are eligible for a normal retirement. With respect to the DCMA changes alone, it would appear that arriving at an end strength of approximately 350 could be achieved without need for involuntary separation of any permanent employees. When considering the DCMA together with the DFC, there may be persons who cannot be satisfactorily placed within the new organization. An active outplacement effort is already underway to serve these employees, and no additional programs are believed required unless further reductions are mandated in a separate action.

*5.2.1.3 DCMR - Chicago:* As of March 1990, the DCMR, Chicago has 397 employees on its staff. The DCMAO has approximately 169 employees and the DLA Management Support Activity, which has a staff of 25 people, also occupies space in Building 4. Under the five-district structure, Chicago becomes a District Headquarters for the North Central region and St. Louis would become a Super-MA. Of the 422 personnel (March 1990) involved in the contract administration services function in St. Louis, approximately 128 positions are proposed to be transferred to DCMR - Chicago, and about 114 positions are proposed to be transferred to DFC in Columbus during FY91. Approximately 110 positions are proposed to be phased out during FY91, leaving about 70 DCMR positions to be added to the St. Louis DCMAO.

At present, out of the 397 employees at DCMR - Chicago, approximately 103 are staffed to serve the payments function. Some of these positions will eventually be transferred to DFC in Columbus. The exact schedule of this transfer, and the number of individuals electing to actually move to the DFC, are not known.

*5.2.1.4 DCMR - Boston:* The DCMR - Boston currently has 637 employees on its staff. The DCMAO has 207 employees who also occupy space in the Barnes Building. Under the five-district structure, Boston would become a regional headquarters location for the Northeastern District, and New York would be converted to a Super-MA. As of March 1990, New York has 594 positions involved in the contract administration services function. Of these, approximately 75 positions are proposed to be transferred to Boston. Approximately 240 positions from New York are also proposed to be transferred to DFC, Columbus, OH during FY90. One hundred thirty positions are proposed to be phased out during FY91. In addition, approximately 100 positions are proposed to be transferred elsewhere, leaving only about 50 DCMR positions in New York to be added to the New York DCMAO.

Currently at DCMR - Boston, out of the 637 employees at the Barnes Building, approximately 230 are staffed to serve the comptroller's function. A portion of

these positions will eventually be transferred to the DFC in Columbus, though, again, the exact number of people actually moving is not known. However, the transfer of this function is planned to be phased in over the next 2 to 4 years. The addition of the new Program and Technical Support Directorate as well as an increase in some of the existing functions to meet additional responsibilities of proposed District Headquarters will add to the current number of (noncomptroller) employees at DCMR - Boston.

*5.2.1.5 DCMR - Philadelphia:* The DCMR currently has 561 employees who occupy 51,422 sq ft of space in Building 6-2. The DCMAO has 234 employees who occupy space on the same floor. Under the five-region structure, DCMR - Philadelphia would become headquarters for the Mid-Atlantic region, and Cleveland would be converted to a Super-MA. As of March 1990, the DCMR at Cleveland had approximately 500 employees. Of these, 120 positions are proposed to be transferred to DCMR - Philadelphia and approximately 180 positions are to be transferred to the DLA Finance Center in Columbus, OH during FY91 and approximately 135 positions are proposed to be phased out during FY91, leaving 65 positions in Cleveland as part of the DCMAO. In addition, approximately 20 positions from DCMR - New York are proposed to be transferred to DCMR - Philadelphia.

*5.2.1.6 AFCMD:* The workforce effects at the present location of the AFCMD activity at Kirtland AFB, Albuquerque, NM, are among the most severe at any location following the implementation of the action. Starting with an organizational strength of approximately 350, plus secondary support requirements, more than 400 persons were employed at AFCMD in 1989. This, in turn, represents a decrease as compared to 1986-88 levels, resulting from independent Air Force initiatives to reduce strength in the contract management area. The proposed strength of the Defense Contract Management Operations Office (DCMOO) to be established at the former AFCMD location is roughly 150. Assuming that all eligible personnel elect to take a place in the new organization, and that the 47 persons eligible for retirement take that option at the same time, between 25 and 100 persons may be separated involuntarily as a result of the DCMA action. The actual numbers depend on availability of funding during the transitional period as well as the success of outplacement of present personnel. In addition, the equivalent of 59 support personnel are estimated to be redundant due to the decrease in mission requirements. These include both government and nonappropriated funds (NAF) employees.

*5.2.1.7 AFCEMC:* The present workforce of the AFCEMC is headquartered at Wright-Patterson AFB, Dayton, OH, with overseas detachments in nine countries.

There are no changes proposed for this organization or its workforce other than a change in name (to DCMC International) and in reporting location (to DCMC Headquarters).

### **5.2.2 Effects on Individuals**

**5.2.2.1 Impacts:** In any major reorganization of large organizations, the potential exists to have significant personal effect on employees who are no longer able to continue in the same position at the same location. This is such an action. Nationwide, at least several hundred persons will be required to relocate to continue their employment. Another 1,000 or more will be required to assume a different position, although in the same general locality. It is also likely that more than 1,000 persons (less than 5 percent of present strength), who are eligible will choose either regular or special retirement rather than relocation. Thus, some 10 to 15 percent of the present workforce will be dislocated to at least some degree.

**5.2.2.2 Mitigation:** Several types of personnel policies are available to wholly or partially mitigate any adverse consequences of this type of action to the career employee. Personnel with seniority will be given an opportunity to transfer either within the new organization or elsewhere within DLA. Military service members will be reassigned in a manner normal to their service policy. The action is planned to be made eligible for early retirement, which allows employees with 25 years' service to retire at any age, and employees of age 50 or greater to retire with as little as 20 years of service. The number of employees eligible for early retirement has not been clearly identified by the regional offices involved. The interaction of the DFC restructuring is also a factor here.

### **5.2.3 Effects on the Community**

**5.2.3.1 General Consequences:** Adverse effects may be anticipated on future employment opportunity, community pride, and certain long-term local development planning in any locations where significant decreases in employment and/or the disestablishment of an existing organization is proposed. These effects will be proportionally greater in those smaller regions where the affected function is a greater fraction of local employment and income. Cleveland, Dallas, and Albuquerque are the smaller cities where changes will take place and where the greatest likelihood exists for such effects to occur. In Los Angeles or New York, by contrast, the sense of community is perhaps less strong, and any real effects would be extremely diluted.



Of those locations where the disestablishment of a major function (in this case, the AFCMD) could result from this action, Albuquerque alone is small enough for effects to be measurable. The current operations of this organization contribute more than 0.5 percent to the economy of Bernalillo County. This is four to five times greater than present mission contributions in other cities, so its loss would be felt more severely. In addition, the AFCMD is a major tenant on Kirtland AFB. Current estimates (Smith and Hyzy 1989) show that Kirtland AFB accounts, directly or indirectly, for almost 20 percent of the employment of the region. While Kirtland has not been proposed for closure, community leaders may see any loss from the mission of this, the state's largest employer, as having potential for controversy.

*5.2.3.2 Economic Impact Forecast System (EIFS) Results (First Phase):* The results obtained from EIFS are presented in full in Appendices A, B, and C. The results of the first phase of the study (January 1990) are summarized in Table 5. These data should be compared with Table 4, which presents the present economic contribution of the DCMRs and AFCMD to their respective regions. The percent change column shows the changes from the present mission levels, which are presented more fully in Table 4 and Appendix A.

*5.2.3.3 Economic Impact Forecast System Results (Second Phase):* During the second phase (April 1990), District headquarters had been proposed, and the location and strength of the Super-MA was known. These revised results are presented in Table 6. The results obtained from EIFS are presented in full in Appendices B and C. Because the present strength of the DCMR offices has changed slightly between the time periods used for the two phases of this study, some percentage changes are smaller than those shown in Table 5. In addition, the idealized District office strength has been reduced to about 350 (from 429); the decrease even at some "gaining" locations has been emphasized. The revised "baseline" economic contributions are shown in Appendix A.

Table 5. Regional economic changes for Alternative Actions 6, Phase 1.

MSA, PMSA, or NECMA Involved	New Employment <sup>1</sup>		Pers. Income <sup>5</sup>		Sales Volume	
	Dist HQ <sup>2</sup>	Super-MA <sup>3</sup>	DistHQ	SupMA	DistHQ	SupMA
Boston % change <sup>4</sup>	936 -18%	165 -85%	\$23.4M +27%	\$4.4M -76%	\$58.1M +40%	\$8.9M -78%
New York % change	641 -3%	66 -90%	\$17.6M +32%	\$1.9M -86%	\$47.4M +47%	\$3.9M -88%
Philadelphia % change	977 +35%	66 -91%	\$24.7M +91%	\$1.8M -86%	\$69.7M +115%	\$4.0M -88%
Chicago % change	883 +13%	115 -85%	\$23.0M +30%	\$3.2M -82%	\$69.3M +53%	\$7.4M -84%
Cleveland % change	929 +13%	111 -86%	\$22.9M +58%	\$3.0M -79%	\$63.5M +71%	\$6.2M -83%
Dallas % change	833 +29%	83 -87%	\$21.8M +86%	\$2.4M -79%	\$70.2M +101%	\$5.6M -84%
St. Louis % change	968 +24%	122 -84%	\$24.1M +75%	\$3.3M -76%	\$72.7M +88%	\$7.4M -81%
Atlanta % change	795 +10%	97 -86%	\$21.9M +47%	\$2.9M -80%	\$59.2M +62%	\$5.9M -84%
Albuquerque % change	963 +17%	138 -83%	\$24.1M +35%	\$2.5M -86%	\$47.6M +43%	\$3.8M -88%
Los Angeles % change	912 -34%	105 -92%	\$23.5M -26%	\$2.9M -91%	\$65.4M -23%	\$6.6M -92%

<sup>1</sup> New employment (and income) refer to the post-action environment; figures are for **total** employment, primary + secondary; see Table 3 for present employee numbers.

<sup>2</sup> Dist HQ refers to the levels where a DCMC District Headquarters replaces the DCMR in that region.

<sup>3</sup> Super-MA refers to the levels where a Super-MA (Section I.C.2.b) (or the DCMOO) replaces the present co-located DCMR in that region.

<sup>4</sup> % change refers to change from 1990 DCMR (or AFCMD) economic effects on the region (See Table 4, above for these effects in more detailed form); actual regional effects are less than 0.1% in most cases, see Appendix tables.

Note:

Dollar values in millions.

Values derived from the Economic Impact Forecast System; detailed data are in Appendix, Parts B and C.

Table 6. Regional economic changes for Alternative Actions 6, Phase 2.

MSA, PMSA, or NECMA Involved	New Employment 1		Pers. Income 5		Sales Volume	
	Dist HQ 2	Super-MA 3	DistHQ	SupMA	DistHQ	SupMA
Boston % change 4	927 -18%		\$19.1M +25%		\$49.3M +41%	
New York % change		95 -87%		\$2.6M -83%		\$5.9M -83%
Philadelphia % change	797 -5.7%		\$20.2M +31%		\$59.7M +57%	
Cleveland % change		129 -83%		\$3.3M -76%		\$7.8M -78%
Chicago % change	723 +14%		\$18.8M +29%		\$59.6M +57%	
Dallas % change		118 -81%		\$3.1M -72%		\$8.7M -74%
Los Angeles % change	741 -16%		\$19.1M -6.6%		\$55.6M -5.6%	
St. Louis % change		121 -82%		\$3.2M -73%		\$7.2M -79%
Atlanta % change	649 +1.2%		\$17.8M +32%		\$50.7M +51%	
Albuquerque % change		307 -60%		\$8.3M -51%		\$15M -54%

## Note:

<sup>1</sup> New employment (and income) refer to the post-action environment; figures are for total employment, primary + secondary; see Table 3 for present employee numbers.

<sup>2</sup> Dist HQ refers to the levels where a DCMC District Headquarters replaces the DCMR in that region.

<sup>3</sup> Super-MA refers to the levels where a Super-MA (Section I.C.2.b) (or the DCMO) replaces the present co-located DCMR in that region.

<sup>4</sup> % change refers to change from 1990 DCMR (or AFCMD) economic effects on the region (See Table 4, above for these effects in more detailed form); actual regional effects are less than 0.1% in most cases, see Appendix tables.

<sup>5</sup> Dollar values in millions.

<sup>6</sup> Values derived from the Economic Impact Forecast System; detailed data are in Appendix, Parts B and C.

## 6 Conclusions and Recommendations

### 6.1 Conclusions

#### 6.1.1 *Personnel Effects*

The proposed action, formation of the Defense Contract Management Command, has the potential to result in disruption of the life and career of many current employees. For the great majority, however, it will not result in unemployment. A wide variety of actions are available to DOD for use in this type of situation. A large number are planned to be used in this case. Many, such as special, early retirement, will not cause unreasonable hardship to the individuals who choose it. Other options, such as transferring to a new location, are available to many employees. While this brings some family hardship, there is much less long-term adverse effect than if employment were simply terminated. Of the more than 24,000 present employees in contract administration positions, fewer than one-third are in positions which may be directly affected by the proposed action. The vast majority of personnel will change the name on their stationery, and may report to different offices above them, but will not have significant changes in their place of employment.

#### 6.1.2 *Effects on Local Economies*

The only location where there is potential for a measurable effect on employment or sales volume is Albuquerque, NM. It is the smallest community involved, and the present contract management activity (AFCMD) accounts for approximately 0.5 percent of local employment and sales volume. Were the AFCMD to be totally eliminated immediately, approximately 720 jobs, or their equivalent, would be lost to the Albuquerque economy. This would be a measurable adverse effect, although it is within the number normally added by annual growth. The net effect, then, would be a downturn in the rate of employment growth, rather than an absolute decrease from one year to the next. This must be considered to be of local concern.

One generalized effect is noticeable, however. While the number of employees is being reduced in every case, the level of employee is different where a District headquarters replaces a DCMR. The present DCMR has a much higher proportion of clerical employees than the proposed District headquarters, which has more

managerial personnel. For this reason, the economic projections (Tables 5 and 6) show generally positive changes are likely in those locations where a District headquarters will be sited, even though the number of employees is fewer. The higher per-capita income, when multiplied by the smaller number of persons, equals or exceeds the prereorganization economic input. An exception may be found in Boston and Los Angeles, the largest DCMRs, where a small decrease in secondary employment is projected even if a District headquarters were to be located in that region. In Boston, the higher salary levels result in projection of overall economic increase, though Los Angeles would sustain a small decrease in economic stimulus in addition to decreases in employment.

The Super-MA alternative was shown as a comparison with the District headquarters. During the first phase, this was an either/or situation. The region would be the location of either a District headquarters or a Super-MA office. As a generalization, while the headquarters resulted in economic stimulation of +30 to +100 percent as compared to the present DCMR (exceptions are noted above), the siting of a Super-MA office resulted in a decrease averaging 80 percent. Note, however, that these percentages are expressed on the basis of current DCMR (and AFCMD) activity. The real proportion by which the economic activity of the region may be affected is roughly 0.01 to 0.1 percent, far below measurable levels. Albuquerque, again, is an exception, as discussed above, whose economy is much smaller, and where resultant changes could approach 0.5 percent of real regional economic activity. The Western Division Finance Cell (now DCMOO) proposed for location at Kirtland AFB would, according to the EIFS projections, replace only about 40 percent of the present AFCMD contribution to the regional economy.

Following the decisions made when the first phase of this study was completed, locations were proposed for District headquarters and Super-MA (now DCMAO) locations. The EIFS analysis for the second phase is thus limited to the actions actually proposed for the region. This analysis displays the same pattern as that of the first phase. There are generally two differences. First, the negative consequences are masked, to some degree, by the decrease in numbers already effected. Thus, changes to the new levels are a smaller percentage change. Since the new DCMC headquarters and Super-MA strengths are, in most cases, smaller as well, this contribution is small, but consistent. Second, the presence of a relatively large DCMOO at Albuquerque serves to decrease the negative effects of the disestablishment of AFCMD by more than one-third as compared to the original projections. It serves as an effective, though partial, mitigation procedure.

Negative consequences at the four DCMR locations not selected for District headquarters are locally severe. These locations, rather than AFCMD, have the greatest likelihood for involuntary separation of personnel to occur.

### **6.1.3 Establishment of National Headquarters**

The effects on either the biophysical or the socioeconomic environments of the proposed establishment of the headquarters of the DCMC at Cameron Station are insignificant. No measurable effects may be predicted in any area that are not similar to, or smaller than, the effects of the "No Action" alternative at that location.

### **6.1.4 Effects on Other Activities**

No significant effects are predicted in DCMAO locations not selected to host a Super-MA. The Plant Representatives are anticipated to be almost completely unaffected in terms of environmental effects, either biophysical or socioeconomic. The AFCMC activities, both at their headquarters at Dayton, OH and in their OCONUS actions, will also experience no adverse consequences in the NEPA context.

## **6.2 Recommendations**

### **6.2.1 Biophysical Environment**

In this phased assessment of the environmental effects of the formation of the Defense Contract Management Command, no effects have been identified on the biophysical environment which could approach significance. The environments examined in this respect were those associated with the formation of the headquarters elements in Building 8, Cameron Station, Alexandria, VA, and with the "gaining" DCMR offices (i.e., Los Angeles, Chicago, Atlanta, Philadelphia, and Boston). These latter locations were those where formation of a District headquarters office is proposed. In reality, however, when the DCMC action is examined along with the ongoing DFC reorganization, most of the "gaining" DCMR locations will actually lose some personnel overall as compared to mid-1989. Thus, no space problems that could lead to expansion were found. Several locations, however, such as Chicago, Atlanta, and Philadelphia, have already scheduled extensive upgrading of their facilities. This interior remodeling will cause minor changes to the biophysical environment, but is not considered to be caused by the DCMC actions. Separate environmental documentation will be

prepared, as appropriate, for these activities in the course of their normal planning processes.

### **6.2.2 Socioeconomic Environment**

**6.2.2.1 General:** Preliminary examination of the socioeconomic consequences has suggested two types of effects which are likely to result. The first, personnel dislocation, involves psychological upset in many cases, and has the potential to result in personal economic hardship. It is recommended that procedures developed within DOD to mitigate these types of effects be implemented vigorously, as early in the process as is practical. Personal counseling is at least as important as the ultimate disposition of the employee, if a productive workforce is to be developed under the new structure.

The second possible socioeconomic consequence could result from the elimination of a DCMR (or the AFCMD) which is now in a smaller city. Of those vulnerable to measurable economic consequences, Albuquerque, NM, the present location of the AFCMD, is the most likely to feel real effects following mission realignment.

A third general consequence is that of the need for involuntary separation of some number of persons at the five locations not selected for District headquarters. At each of these (i.e., AFCMD, Dallas, St. Louis, Cleveland, and New York), there may be from 25 to 100 persons who cannot be placed in any new position. Aggressive counseling and outplacement should be initiated immediately.

#### **6.2.2.2 Site Specific**

**Los Angeles:** There are no options related to the DCMA action that would lead to an increase in the number of persons housed in this building as compared to early 1989 levels. The DFC transfers and the overall downsizing of the DCMR as compared to the previous DCASR organization all result in fewer personnel. No facilities issues appear to exist at this location. No severe socioeconomic issues appear to exist except in the event of a future relocation to a relatively distant DOD property. Should this occur, a significant number of the present staff are not likely to transfer. This would adversely affect minority employees disproportionately, an additional consideration.

**Atlanta:** The implementation of the DCMA changes should have only minor adverse effects in the Atlanta DCMR headquarters. No permanent employees are expected to be separated solely as a result of this action. No problems with physical facilities are expected from the action, since at least the 1989 strength of

495 could be accommodated in the event of an increase. Those remaining persons with comptroller/finance skills should be retrained to the greatest degree possible to meet long-term needs, although it is acknowledged that this is not possible in every case. Outplacement of the remaining employees should continue.

*Chicago:* While present personnel strength is neither much greater nor much less than the desired end strength for the District headquarters, there is no capability to assimilate significant numbers of persons from the St. Louis DCMR, an activity which will lose more than 300 employees. It is recommended that affected employees from both organizations be targeted for intensive outplacing and other counseling so that involuntary separations may be minimized.

*Boston:* Since the transfer of positions to the DFC in Columbus is to be phased over the next 2 to 4 years, the number of positions that may become available at any given time due to that transfer may not be enough to accommodate the proposed increase in staff for the Northeastern region. Therefore, it may become necessary for the DCMR to expand into the space available on the 6th floor of the Barnes Building.

*Philadelphia:* The transfer of positions to the DFC should be coordinated with the potential increase in other functions so space could be made available for additional personnel. It is recommended that the scheduled remodeling work (e.g., cleaning of ducts, lowering of ceiling, modifications to the HVAC system, and electrical wiring) be coordinated with personnel changes. The space that is made available by people transferring to DFC and by decrease of the Army Support Group Activity can be used to provide temporary office space for the existing (and augmented) DCMR workforce during remodeling activities.

*Albuquerque:* It is to be recommended that, with the location of a Western District headquarters in Los Angeles rather than Albuquerque, a transition mission be assigned to the former AFCMD location to assist in local adjustment to the action. The present form of the action does contain such a provision, the formation of a unique, and possibly temporary, DCMOO at Kirtland AFB which will use some of the staff expertise of the present CMD.

### 6.3 Significance of the Action

If these recommendations are implemented, neither the first nor second phase of this Environmental Assessment has identified any potentially significant adverse



consequences should the Defense Contract Management Command be established as proposed.

Publication of a Finding Of No Significant Impact (FONSI) is recommended.

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## Acronyms/glossary

**AFB** - Air Force Base

**AFCMC** - Air Force Logistics Command, Contract Maintenance Center; headquarters are at Wright-Patterson AFB, Dayton, OH.

**AFCMD** - Air Force Systems Command, Contract Management Division; also Air Force Contract Management Division; sometimes abbreviated as CMD; headquarters are at Kirtland AFB, Albuquerque, NM.

**AMCCOM** - U.S. Army Armament, Munitions, and Chemical Command

**ASHRAE** - American Society of Heating, Refrigerating and Air-Conditioning Engineers

**CMD** - see AFCMD

**CFR** - Code of Federal Regulations; the administrative code containing rules and regulations for the conduct of Federal government activities.

**CY** - Calendar Year

**DCAS** - Defense Contract Administration Services; the present portion of DLA that is charged with administering procurement contracts; superseded (January 1990) by DCMC.

**DCASMA** - Defense Contract Administration Services Management Area; one of the 40 present regional offices of the DCAS (q.v.); superseded (March 1990) by DCMAO.

**DCASPRO** - Defense Contract Administration Services Plant Representative Office; one of the 47 in-plant offices now operated by the DCAS (q.v.); superseded by DCPRO.

**DCASR** - Defense Contract Administration Services Region; one of the nine present regions of the DCAS (q.v.); superseded by DCMR.

**DCMA** - Defense Contract Management Agency; the term originally applied (June - November, 1989) to the proposed organization that was to administer DOD procurement contracts. OSD, DLA, Defense Contract Administration Services (DCAS) .

**DCMAO** - Defense Contract Management Area Office

**DCMC** - Defense Contract Management Command; current operating terminology for the proposed new organization to administer DOD procurement contracts.

**DCMOO** - Defense Contract Management Operations Office; a support group to be located at Kirtland AFB, using some staff and facilities of the AFCMD (q.v.).

**DCMR** - Defense Contract Management Region; one of the nine present regions of the DCAS (title used since March 1990).

**DCPRO** - Defense Contract Plant Representative Office

**DFARS** - Defense (supplement to the) Federal Acquisition Regulations

**DFC** - Defense Logistics Agency (DLA) Finance Center

**DLA** - Defense Logistics Agency

**DLA-A** - Defense Logistics Agency Directorate of Contract Management

**DLAR** - Defense Logistics Agency Regulation

**DOD** - Department of Defense

**DODD** - Department of Defense Directive

**DPSC** -Defense Personnel Support Center

**EA** - Environmental Assessment; the study required by NEPA and DOD Regulation to determine whether an action will cause significant effects to the environment; this document is an Environmental Assessment.

**EIFS** - Economic Impact Forecast System; an export-based, location-quotient economic model developed by USACERL to examine the effects of military actions on local economies.

**EPA** - Environmental Protection Agency

**FONSI** - Finding of No Significant Impact

**FTP** - Full-time permanent

**FY** - Fiscal Year

**GOCO** - Government-Owned Contractor-Operated

**GSA** - General Services Administration

**HVAC** - Heating, Ventilating, and Air Conditioning

**MA** - Management Area

**MSA** - Metropolitan Statistical Area; used by the Department of Commerce and the Census Bureau to report metropolitan areas; formerly called (in part) SMSA.

**NAF** - Nonappropriated Funds

**NECMA** - New England Consolidated Metropolitan Area; used by the Department of Commerce and the Census Bureau to report metropolitan areas; formerly called (in part) SMSA; usage is in New England, where county lines are not the basis of economic reporting.

**NEPA** - The National Environmental Policy Act; Public Law 91-190; codified as 40CFR1500-1508; implemented for DOD as DODD 6050.1 and for DLA as DLAR 1000.22; the regulatory requirement for the preparation of this environmental assessment.

**OCONUS** - Outside the Continental United States

**OSD** - Office of the Secretary of Defense

**PCB** - Polychlorinated biphenyl

**PL** - Public Law

**PMSA** - Principal Metropolitan Statistical Area; used by the Department of Commerce and the Census Bureau to report metropolitan areas; formerly called (in part) SMSA; refers to the "core" of a larger area.

**PRO** - Plant Representative Office; as used in this study, either a DCASPRO, now DCPRO (q.v.), or an Air Force (AFPRO), Army (ARPRO) or Navy (NAVPRO) Plant Representative Office now operated by a military service.

**R&D** - Research and Development

**USACERL** - U.S. Army Corps of Engineers Construction Engineering Research Laboratories, Champaign, IL; the preparer of this study.

**WSSC** - Washington (DC) Suburban Sanitary Commission

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## Appendix A: EIFS Analyses for Current Regions and AFCMD

This appendix contains EIFS (Economic Impact Forecast System) analyses for the Current regions and AFCMD. Travel cost and Occupancy costs were used as input for local services and supplies. The average income of affected civilian personnel was derived by dividing the HQ payroll cost by the change in civilian employment #, multiplied by (0.7541), the correction factor used to derive the average employee salary. However, the value used for the average income was kept the same as the value used in appendix A for phase one of this study since the old number provided more of an accurate representation of the average income.

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Los Angeles .....	75
AFCMD .....	77

## Economic Impact Forecast System - Version 4.0

First county or region (type ? for help): boston ma necma

Next county or region (type RETURN if done):

aggregating data...

1982 multipliers are being calculated for your list (5 counties)

You have selected 5 counties:

#	FIPS	County	State	'80 Population	Area(sq mi)
1	25009	essex	ma	633,632	495
2	25017	middlesex	ma	1,367,034	822
3	25021	norfolk	ma	606,587	400
4	25023	plymouth	ma	405,437	655
5	25025	suffolk	ma	650,142	57
Total				3,62,832	2,428

## STANDARD EIFS FORECAST MODEL

Project name: Boston/Current

Enter d to enter your own price deflators

RETURN to use the default price deflators (latest year):

Default price deflators:

baseline year (ex. business value)	(CPI - 1982)	- 100.0
output and incomes (ex b.v.)	(CPI - 1989)	- 122.6
baseline year (business volume)	(PPI - 1982)	- 100.0
local services and supplies	(PPI - 1989)	- 112.2
output and incomes (business volume)	(PPI - 1989)	- 112.2

(Enter decreases as negative numbers)

If entering total expenditures, enter 1

local expenditures, enter 2 : 2

Change in expenditures for local services and supplies: 1437000

Change in civilian employment: 637

Average income of affected civilian personnel: 17306

Percent expected to relocate (enter cr to accept default): (0.0) 0

Change in military employment: 0

## \*\*\*\*\* STANDARD EIFS MODEL FORECAST FOR Boston/Current \*\*\*\*\*

Export income multiplier:	3.6552	
Change in local		
Sales volume .....	Direct:	\$9,548,000
	Induced:	\$25,353,000
	Total:	\$34,901,000 ( 0.036%)
Employment .....	Direct:	79
	Total:	927 ( 0.043%)
Income .....	Direct:	\$1,304,000
	Total (place of work):	\$15,791,000
	Total (place of residence):	\$15,288,000 ( 0.025%)
Local population.....		0 ( 0.000%)
Local off-base population.....		0
Number of school children.....		0
Demand for housing .....	Rental:	0
	Owner occupied:	0
Government expenditures.....		\$771,000
Government revenues .....		\$1,025,000
Net Government revenues.....		\$254,000
Civilian employees expected to relocate:		0
Military employees expected to relocate:		0

## Economic Impact Forecast System - Version 4.0

First county or region (tye ? for help): new york ny pmsa

Next county or region (type RETURN if done):

aggregating data...

1982 multipliers are being calculated for your list (8 counties)

You have selected 8 counties:

#	FIPS	County	State	'80 Population	Area(sq mi)
1	36005	bronx	ny	1,168,972	42
2	36047	kings	ny	2,230,936	70
3	36061	new york	ny	1,428,285	22
4	36079	putnam	ny	77,193	231
5	36081	queens	ny	1,891,32	108
6	36085	richmond	ny	352,121	59
7	36087	rockland	ny	259,530	175
8	36119	westchester	ny	866,599	438

Total				8,274,961	1,145
-------	--	--	--	-----------	-------

## Economic Forecast Models

incomplete data for government revenue and expenditures

## STANDARD EIFS FORECAST MODEL

Project name: New York/Current

Enter d to enter you own price deflators

RETURN to use the default price deflators (lates year):

## Default price deflators:

baseline year (ex. business volume)	(CPI - 1982)	= 100.0
output and incomes (ex b.v.)	(CPI - 1989)	= 122.6
baseline year (business volume)	(PPI - 1982)	= 100.0
local services and supplies	(PPI - 1989)	= 112.2
output and incomes (business volume)	(PPI - 1989)	= 112.2

(Enter decreases as negative numbers)

If entering total expenditures, enter 1

local expenditures, enter 2 : 2

Change in expenditures for local services and supplies: 1678000

Change in civilian employment: 594

Average income of affected civilian personnel: 24649

Percent expected to relocate (enter cr to accept default): (0.0) 0

Change in military employment: 0

## \*\*\*\*\* STANDARD EIFS MODEL FORECAST FOR New York/Current \*\*\*\*\*

Export income multiplier:	2.9197	
Change in local		
Sales volume .....	Direct:	\$12,451,000
	Induced:	\$23,903,000
	Total:	\$36,354,000 ( 0.011%)
Employment .....	Direct:	53
	Total:	749 ( 0.017%)
Income .....	Direct:	\$1,074,000
	Total (place of work):	\$17,778,000
	Total (place of residence):	\$15,312,000 ( 0.011%)
Local population .....		0 ( 0.000%)
Local off-base population .....		0
Number of school children .....		0
Demand for housing .....	Rental:	0
	Owner occupied:	0
Government expenditures.....		\$1,300,000
Government revenues .....		\$2,032,000
Net Government revenues .....		\$732,000
Civilian employees expected to relocate:		0
Military employees expected to relocate:		0

## Economic Impact Forecast System - Version 4.0

First county or region (type ?for help): philadelphia pa pmsa  
 Next county or region (type RETURN if done):

aggregating data...

1982 multipliers are being calculated for your list (8 counties)

You have selected 8 counties:

#	FIPS	County	State	'80 Population	Area(sq mi)
1	34005	burlington	nj	362,542	808
2	34007	camden	nj	471,650	223
3	34015	gloucester	nj	199,917	327
4	42017	bucks	pa	479,211	610
5	42029	chester	pa	316,660	758
6	42045	delaware	pa	555,007	184
7	42091	montgomery	pa	643,621	486
8	42101	philadelphia	pa	1,688,210	136
Total				4,716,818	3,532

## Economic Forecast Models

setting commuters income to 0 .. -682011000 not in range: 0 thru large #)

## STANDARD EIFS FORECAST MODEL

Project name: Philadelphia/Current

Enter d to enter your own price deflators  
 RETURN to use the default price deflators (latest year):

## Default price deflators:

baseline year (ex. business volume) (CPI - 1982)	- 100.0
output and incomes (ex b.v.) (CPI - 1989)	- 122.6
baseline year (business volume) (PPI - 1982)	- 100.0
local services and supplies (PPI - 1989)	- 112.2
output and incomes (business volume)(PPI - 1989)	- 112.2

(Enter decreases as negative numbers)

If entering total expenditures, enter 1  
 local expenditures, enter 2 : 2

Change in expenditures for local services and supplies: 1101000

Change in civilian employment: 561

Average income of affected civilian personnel: 19217

Percent expected to relocate (enter cr to accept default): (0.0) 0

Change in military employment: 0

## \*\*\*\*\* STANDARD EIFS MODEL FORECAST FOR Philadelphia/Current \*\*\*\*\*

Export income multiplier:	4.1962	
Change in local		
Sales volume ..... Direct:	\$9,033,000	
Induced:	\$28,872,000	
Total:	\$37,906,000	( 0.036%)
Employment ..... Direct:	68	
Total:	845	( 0.038%)
Income ..... Direct:	\$1,094,000	
Total (place of work):	\$15,370,000	
Total (place of residence):	\$15,370,000	( 0.021%)
Local population .....:	0	( 0.000%)
Local off-base population.....:	0	
Number of school children.....:	0	
Demand for housing..... Rental:	0	
Owner occupied:	0	
Government expenditures.....:	\$811,000	
Government revenues .....:	\$1,171,000	
Net Government revenues.....:	\$360,000	
Civilian employees expected to relocate:	0	
Military employees expected to relocate:	0	

## Economic Impact Forecast System - Version 4.0

First county or region (type ? for help): cleveland oh pmsa

Next county or region (type RETURN if done):

aggregating data...

1982 multipliers are being calculated for your list 4 counties)

You have selected counties:

#	FIPS	County	State	'80 Population	Area(sq mi)
1	39035	cuyahoga	oh	1,498,400	459
2	39055	geauga	oh	74,474	408
3	39085	lake	oh	212,801	231
4	39103	medina	oh	113,150	422
Total				1,898,825	1,520

## STANDARD EIFS FORECAST MODEL

Project name: Cleveland/Current

Enter d to enter your own price deflators

RETURN to use the default price deflators (latest year):

Default price deflators:

baseline year (ex. business volume) (CPI - 1982)	- 100.0
output and incomes (ex b.v.) (CPI - 1989)	- 122.6
baseline year (business volume) (PPI - 1982)	- 100.0
local services and supplies (PPI - 1989)	- 112.2
output and incomes (business volume)(PPI - 1989)	- 112.2

(Enter decreases as negative numbers)

If entering total expenditures, enter 1

local expenditures, enter 2 : 2

Change in expenditures for local services and supplies: 2601000

Change in civilian employment: 499

Average income of affected civilian personnel: 19996

Percent expected to relocate (enter cr to accept default): (00) 0

Change in military employment 0



## \*\*\*\*\* STANDARD EIFS MODEL FORECAST FOR Cleveland/Current \*\*\*\*\*

Export income multiplier:	3.5691	
Change in local		
Sales volume .....	Direct:	\$9,943,000
	Induced:	\$25,544,000
	Total:	\$35,487,000 ( 0.079%)
Employment .....	Direct:	75
	Total:	766 ( 0.079%)
Income .....	Direct:	\$1,202,000
	Total (place of work):	\$14,270,000
	Total (place of residence):	\$13,645,000 ( 0.046%)
Local population .....		0 ( 0.000%)
Local off-base population.....		0
Number of school children .....		0
Demand for housing .....	Rental:	0
	Owner occupied:	0
Government expenditures.....		\$865,000
Government revenues .....		\$1,052,000
Net Government revenues .....		\$187,000
Civilian employees expected to relocate:		0
Military employees expected to relocate:		0

## Economic Impact Forecast System - Version 4.0

First county or region (type ? for help): chicago il pmsa

Next county or region (type RETURN if done):

aggregating data...

1982 multipliers are being calculated for your list (3 counties)

You have selected 3 counties:

#	FIPS	County	State	'80 Population	Area(sq mi)
1	17031	cook	il	5,253,655	958
2	17043	du page	il	658,835	337
3	17111	mc henry	il	147,897	606
Total				6,060,387	1,901

## STANDARD EIFS FORECAST MODEL

Project name: Chicago/Current

Enter d to enter your own price deflators

RETURN to use the default price deflators (latest year):

Default price deflators:

baseline year (ex. business volume) (CPI - 1982)	- 100.0
output and incomes (ex b.v.) (CPI - 1989)	- 122.6
baseline year (business volume) (PPI - 1982)	- 100.0
local services and supplies (PPI - 1989)	- 112.2
output and incomes (business volume)(PPI - 1989)	- 112.2

(Enter decreases as negative numbers)

If entering total expenditures, enter 1

local expenditures, enter 2 : 2

Change in expenditures for local services and supplies: 1369000

Change in civilian employment: 397

Average income of affected civilian personnel: 27705

Percent expected to relocate (enter cr to accept default): (0.0) 0

Change in military employment: 0

\*\*\*\*\* STANDARD EIFS MODEL FORECAST FOR Chicago/Current \*\*\*\*\*

Export income multiplier:	4.0175	
Change in local		
Sales volume .....	Direct:	\$9,462,000
	Induced:	\$28,551,000
	Total:	\$38,013,000 ( 0.020%)
Employment .....	Direct:	59
	Total:	634 ( 0.020%)
Income .....	Direct:	\$1,052,000
	Total (place of work):	\$15,226,000
	Total (place of residence):	\$14,591,000 ( 0.015%)
Local population .....		0 ( 0.000%)
Local off-base population .....		0
Number of school children .....		0
Demand for housing .....	Rental:	0
	Owner occupied:	0
Government expenditures.....		\$619,000
Government revenues .....		\$1,150,000
Net Government revenues .....		\$531,000
Civilian employees expected to relocate:		0
Military employees expected to relocate:		0

## Economic Impact Forecast System - Version 4.0

First county or region (type ? for help): saint louis mo msa

Next county or region (type RETURN if done):

aggregating data...

1982 multipliers are being calculated for you list (10 counties)

Some EIFS data is missing for one or more counties on your list.

You have selected 10 counties:

#	FIPS	County	State	'80 Population	Area(sq mi)
1	17027	clinton	il	32,617	472
2	17083	jersey	il	20,538	373
3	17119	madison	il	247,691	728
4	17133	monroe	il	20,117	388
5	17163	st clair	il	267,531	672
6	29071	franklin	mo	71,233	922
7	29099	jefferson	mo	146,183	661
8	29183	st charles	mo	144,107	558
9	29189	st louis	mo	973,896	505
10	29510	st louis city	mo	453,085	61
Total				2,376,998	5,340

## STANDARD EIFS FORECAST MODEL

Project name: St Louis/Current

Enter d to enter your own price deflators

RETURN to use the default price deflators (latest year):

Default price deflators:

baseline year (ex. business volume) (CPI - 1982)	- 100.0
output and incomes (ex b.v.) (CPI - 1989)	- 122.6
baseline year (business volume) (PPI - 1982)	- 100.0
local services and supplies (PPI - 1989)	- 112.2
output and incomes (business volume)(PPI - 1989)	- 112.2

(Enter decreases as negative numbers)

If entering total expenditures, enter

local expenditures, enter 2 : 2

Change in expenditures for local services and supplies: 2795000

Change in civilian employment: 422

Average income of affected civilian personnel: 19608

Percent expected to relocate (enter cr to accept default): (0.0) 0

Change in military employment: 0

## \*\*\*\*\* STANDARD EIFS MODEL FORECAST FOR St Louis/Current \*\*\*\*\*

Export income multiplier:	3.9120	
Change in local		
Sales volume .....	Direct:	\$8,883,000
	Induced:	\$25,868,000
	Total:	\$34,752,000 ( 0.058%)
Employment .....	Direct:	63
	Total:	668 ( 0.056%)
Income .....	Direct:	\$989,000
	Total (place of work):	\$12,144,000
	Total (place of residence):	\$11,980,000 ( 0.033%)
Local population .....		0 ( 0.000%)
Local off-base population .....		0
Number of school children .....		0
Demand for housing .....	Rental:	0
	Owner occupied:	0
Government expenditures.....		\$509,000
Government revenues .....		\$673,000
Net Government revenues .....		\$164,000
Civilian employees expected to relocate:		0
Military employees expected to relocate:		0

## Economic Impact Forecast System - Version 4.0

First county or region (type ? for help): atlanta ga msa

Next county or region (type RETURN if done):

aggregating data...

1982 multipliers are being calculated for your list (18 counties)

You have selected 1 counties:

#	FIPS	County	State	'80 Population	Area(sq mi)
1	13013	barrow	ga	21,354	163
2	13035	butts	ga	13,665	187
3	13057	cherokee	ga	51,699	424
4	13063	clayton	ga	150,357	148
5	13067	cobb	ga	297,718	343
6	13077	coweta	ga	39,268	444
7	13089	de kalb	ga	483,024	270
8	13097	douglas	ga	54,573	203
9	13113	fayette	ga	29,043	199
10	13117	forsyth	ga	27,958	226
11	13121	fulton	ga	589,904	534
12	13135	gwinnett	ga	166,903	435
13	13151	henry	ga	36,309	321
14	13217	newton	ga	34,489	277
15	13223	paulding	ga	26,110	312
16	13247	rockdale	ga	36,747	132
17	13255	spading	ga	47,899	199
18	13297	walton	ga	31,211	330
Total				2,138,231	5,148

## STANDARD EIFS FORECAST MODEL

Project name: Atlanta/Current

Enter d to enter your own price deflators

RETURN to use the default price deflators (latest year):

## Default price deflators:

baseline year (ex. business volume)	(CPI - 1982)	- 100.0
output and incomes (ex b.v.)	(CPI - 1989)	- 122.6
baseline year (business volume)	(PPI - 1982)	- 100.0
local services and supplies	(PPI - 1989)	- 112.2
output and incomes (business volume)	(PPI - 1989)	- 112.2

(Enter decreases as negative numbers)

If entering total expenditures, enter 1

local expenditures, enter 2 : 2

Change in expenditures for local services and supplies: 1973000

Change in civilian employment: 443

Average income of affected civilian personnel: 23278

Percent expected to relocate (enter cr to accept default): (0.0) 0

Change in military employment: 0

\*\*\*\*\* STANDARD EIFS MODEL FORECAST FOR Atlanta/Current \*\*\*\*\*

Export income multiplier:	3.5111	
Change in local		
Sales volume..... Direct:	\$9,561,000	
Induced:	\$24,008,000	
Total:	\$33,568,000	( 0.045%)
Employment ..... Direct:	56	
Total:	641	( 0.051%)
Income ..... Direct:	\$939,000	
Total (place of work):	\$13,607,000	
Total (place of residence):	\$13,469,000	( 0.041%)
Local population .....:	0	( 0.000%)
Local off-base population .....:	0	
Number of school children .....:	0	
Demand for housing ..... Rental:	0	
Owner occupied:	0	
Government expenditures.....:	\$526,000	
Government revenues .....:	\$1,188,000	
Net Government revenues .....:	\$663,000	
Civilian employees expected to relocate:	0	
Military employees expected to relocate:	0	

## Economic Impact Forecast System - Version 4.0

First county or region (type ? for help): dallas tx pmsa

Next county or region (type RETURN if done):

aggregating data...

1982 multipliers are being calculated for your list (6 counties)

You have selected 6 counties:

#	FIPS	County	State	'80 Population	Area(sq mi)
1	48085	collin	tx	144,576	851
2	48113	dallas	tx	1,556,390	880
3	48121	denton	tx	143,126	911
4	48139	ellis	tx	59,743	939
5	48257	kaufman	tx	39,015	788
6	48397	rockwall	tx	14,528	128
Total				1,957,378	4,498

## STANDARD EIFS FORECAST MODEL

Project name: Dallas/Current

Enter d to enter your own price deflators

RETURN to use the default price deflators (latest year):

Default price deflators:

baseline year (ex. business volume) (CPI - 1982)	- 100.0
output and incomes (ex b.v.) (CPI - 1989)	- 122.6
baseline year (business volume) (PPI - 1982)	- 100.0
local services and supplies (PPI - 1989)	- 112.2
output and incomes (business volume)(PPI - 1989)	- 112.2

(Enter decreases as negative numbers)

If entering total expenditures, enter 1

local expenditures, enter 2 : 2

Change in expenditures for local services and supplies: 2382000

Change in civilian employment: 426

Average income of affected civilian personnel: 20316

Percent expected to relocate (enter cr to accept default): (0.0) 0

Change in military employment: 0



## \*\*\*\*\* STANDARD EIFS MODEL FORECAST FOR Dallas/Current \*\*\*\*\*

Export income multiplier:	3.8874	
Change in local		
Sales volume .....	Direct:	
	Induced:	\$8,750,000
	Total:	\$25,265,000
		\$34,015,000 ( 0.040%)
Employment .....	Direct:	48
	Total:	613 ( 0.047%)
Income .....	Direct:	\$850,000
	Total (place of work):	\$11,959,000
	Total (place of residence):	\$11,304,000 ( 0.031%)
Local population .....		0 ( 0.000%)
Local off-base population .....		0
Number of school children .....		0
Demand for housing .....	Rental:	0
	Owner occupied:	0
Government expenditures .....		\$472,000
Government revenues .....		\$684,000
Net Government revenues .....		\$212,000
Civilian employees expected to relocate:		0
Military employees expected to relocate:		0

## Economic Impact Forecast System - Version 4.0

First county or region (type ? for help): los angeles ca pmsa  
 Next county or region (type RETURN if done):

aggregating data...

1982 multipliers are being calculated for your county

You have selected 1 county:

#	FIPS	County	State	'80 Population	Area(sq mi)
1	06037	los angeles	ca	7,477,503	4,070
Total				7,477,503	4,070

## STANDARD EIFS FORECAST MODEL

Project name: Los Angeles/Current

Enter d to enter your own price deflators  
 RETURN to use the default price deflator (latest year):

Default price deflators:

baseline year (ex. business volume)	(CPI - 1982)	- 100.0
output and incomes (ex b.v.)	(CPI - 1989)	- 122.6
baseline year (business volume)	(PPI - 1982)	- 100.0
local services and supplies	(PPI - 1989)	- 112.2
output and incomes (business volume)	(PPI - 1989)	- 112.2

(Enter decreases as negative numbers)

If entering total expenditures, enter 1  
 local expenditures, enter 2 : 2

Change in expenditures for local services and supplies: 4141000

Change in civilian employment: 468

Average income of affected civilian personnel: 29927

Percent expected to relocate (enter cr to accept default): (0.0) 0

Change in military employment: 0

## \*\*\*\*\* STANDARD EIFS MODEL FORECAST FOR Los Angeles/Current \*\*\*\*\*

Export income multiplier:	4.0780	
Change in local		
Sales volume .....	Direct:	\$14,446,000
	Induced:	\$44,467,000
	Total:	\$58,913,000 ( 0.025%)
Employment .....	Direct:	102
	Total:	883 ( 0.021%)
Income .....	Direct:	\$1,903,000
	Total (place of work):	\$21,765,000
	Total (place of residence):	\$20,540,000 ( 0.016%)
Local population .....		0 ( 0.000%)
Local off-base population .....		0
Number of school children .....		0
Demand for housing .....	Rental:	0
	Owner occupied:	0
Government expenditures.....		\$1,016,000
Government revenues .....		\$1,646,000
Net Government revenues .....		\$630,000
Civilian employees expected to relocate:		0
Military employees expected to relocate:		0

## Economic Impact Forecast System - Version 4.0

First county or region (type ? for help): albuquerque nm msa

Next county or region (type RETURN if done):

aggregating data...

1982 multipliers are being calculated for your county

You have selected 1 county:

#	FIPS	County	State	'80 Population	Area(sq mi)
1	35001	bernalillo	nm	419,700	1,169
Total				419,700	1,169

## STANDARD EIFS FORECAST MODEL

Project name: Albuquerque/Current

Enter d to enter your own price deflators

RETURN to use the default price deflators (latest year):

Default price deflators:

baseline year (ex. business volume) (CPI - 1982)	- 100.0
output and incomes (ex b.v.) (CPI - 1989)	- 122.6
baseline year (business volume) (PPI - 1982)	- 100.0
local services and supplies (PPI - 1989)	- 112.2
output and incomes (business volume)(PPI - 1989)	- 112.2

(Enter decreases as negative numbers)

If entering total expenditures, enter 1

local expenditures, enter 2 : 2

Change in expenditures for local services and supplies: 3227000

Change in civilian employment: 432

Average income of affected civilian personnel: 27589

Percent expected to relocate (enter cr to accept default): (0.0) 0

Change in military employment: 0

\*\*\*\*\* STANDARD EIFS MODEL FORECAST FOR Albuquerque/Current \*\*\*\*\*

Export income multiplier:	2.6866	
Change in local		
Sales volume .....	Direct:	
	Induced:	
	Total:	
	\$11,997,000	
	\$20,234,000	
	\$32,230,000	( 0.417%)
Employment .....	Direct:	
	Total:	
	18	
	776	( 0.341%)
Income .....	Direct:	
	\$2,135,000	
	Total (place of work):	
	\$17,655,000	
	Total (place of residence):	
	\$17,181,000	( 0.297%)
Local population .....		( 0.000%)
Local off-base population .....	0	
Number of school children .....	0	
Demand for housing .....	Rental:	
	Owner occupied:	
	0	
Government expenditures.....	\$655,000	
Government revenues .....	\$844,000	
Net Government revenues .....	\$190,000	
Civilian employees expected to relocate:	0	
Military employees expected to relocate:	0	

## Appendix B: EIFS Outputs for DCMR HQs

This appendix contains EIFS outputs for the five Defense Contract Management Region (DCMR) Headquarters locations. The number used for employees indicating change in civilian employment was 350. Each DCMR is expected to have a minimum of 350 employees. The value used for the average income of affected civilian personnel was \$37,137.

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## Economic Impact Forecast System - Version 4.0

First county or region (type ? for help): boston ma necma  
 Next county or region (type RETURN if done):

aggregating data...

1982 multipliers are being calculated for your list (5 counties)

You have selected 5 counties:

#	FIPS	County	State	'80 Population	Area(sq mi)
1	25009	essex	ma	633,632	495
2	25017	middlesex	ma	1,367,034	822
3	25021	norfolk	ma	606,587	400
4	25023	plymouth	ma	405,437	655
5	25025	suffolk	ma	650,142	57
Total				3,662,832	2,428

## STANDARD EIFS FORECAST MODEL

Project name: Boston/Northeastern

Enter d to enter your own price deflators  
 RETURN to use the default price deflators (latest year):

Default price deflators:

baseline year (ex. business volume)	(CPI - 1982)	= 100.0
output and incomes (ex b.v.)	(CPI - 1989)	= 122.6
baseline year (business volume)	(PPI - 1982)	= 100.0
local service and supplies	(PPI - 1989)	= 112.2
output and incomes (business volume)	(PPI - 1989)	= 112.2

(Enter decreases as negative numbers)

If entering total expenditures, enter 1  
 local expenditures, enter 2 : 2

Change in expenditures or local services and supplies: 3930000

Change in civilian employment: 350

Average income of affected civilian personnel: 37137

Percent expected to relocate (enter <cr> to accept default): (0.0) 0

Change in military employment: 0

## \*\*\*\*\* STANDARD EIFS MODEL FORECAST FOR Boston/Northeastern \*\*\*\*\*

Export income multiplier:	3.6552	
Change in local		
Sales volume .....	Direct:	\$13,494,000
	Induced:	\$35,829,000
	Total:	\$49,323,000 ( 0.050%)
Employment .....	Direct:	112
	Total:	760 ( 0.036%)
Income .....	Direct:	\$1,843,000
	Total (place of work):	\$19,735,000
	Total (place of residence):	\$19,106,000 ( 0.031%)
Local population .....		0 ( 0.000%)
Local off-base population .....		0
Number of school children .....		0
Demand for housing .....	Rental:	0
	Owner occupied:	0
Government expenditures.....		\$632,000
Government revenues .....		\$1,280,000
Net Government revenues .....		\$648,000
Civilian employees expected to relocate:		0
Military employees expected to relocate:		0



## Economic Impact Forecast System - Version 4.0

First county or region (type for help): philadelphia pa pmsa

Next county or region (type RETURN if done):

aggregating data...

1982 multipliers are being calculated for your list (8 counties)

You have selected 8 counties:

#	FIPS	County	State	'80 Population	Area(sq mi)
1	34005	burlington	nj	362,542	808
2	34007	camden	nj	471,650	223
3	34015	gloucester	nj	199,917	327
4	42017	bucks	pa	479,211	610
5	42029	chester	pa	316,660	758
6	42045	delaware	pa	555,007	184
7	42091	montgomery	pa	643,621	486
8	42101	philadelphia	pa	1,688,210	136
Total				4,716,818	3,532

## Economic Forecast Models

setting commuters income to 0 .. -682011000 not in range: 0 thru (large #)

## STANDARD EIFS FORECAST MODEL

Project name: Philadelphia/Mid-Atlantic

Enter d to enter your own price deflators

RETURN to use the default price deflators (latest year):

## Default price deflator:

baseline year (ex. business volume)	(CPI - 1982)	- 100.0
output and incomes (ex b.v.)	(CPI - 1989)	- 122.6
baseline year (business volume)	(PPI - 1982)	- 100.0
local services and supplies	(PPI - 1989)	- 112.2
output and incomes (business volume)	(PPI - 1989)	- 112.2

(Enter decreases as negative numbers)

If entering total expenditures, enter 1

local expenditures, enter 2 :2

Change in expenditures for local services and supplies: 4656000

Change in civilian employment: 350

Average income of affected civilian personnel: 37137

Percent expected to relocate (enter &lt;cr&gt; to accept default): (0.0) 0

Change in military employment: 0

## \*\*\*\*\* STANDARD EIFS MODEL FORECAST FOR Philadelphia/Mid-Atlantic \*\*\*\*\*

Export income multiplier:	4.1962	
Change in local		
Sales volume .....	Direct:	\$14,220,000
	Induced:	\$45,449,000
	Total:	\$59,669,000 ( 0.057%)
Employment .....	Direct:	106
	Total:	797 ( 0.036%)
Income .....	Direct:	\$1,722,000
	Total (place of work):	\$20,222,000
	Total (place of residence):	\$20,222,000 ( 0.028%)
Local population .....		0 ( 0.000%)
Local off-base population .....		0
Number of school children .....		0
Demand for housing .....	Rental:	0
	Owner occupied:	0
Government expenditures .....		\$765,000
Government revenues .....		\$1,541,000
Net Government revenues .....		\$775,000
Civilian employees expected to relocate:		0
Military employees expected to relocate:		0

## Economic Impact Forecast System - Version 4.0

First county or region (type for help): chicago il pmsa

Next county or region (type RETURN if done):

aggregating data...

1982 multipliers are being calculated for your list (3 counties)

You have selected 3 counties:

#	FIPS	County	State	'80 Population	Area(sq mi)
1	17031	cook	il	5,253,655	958
2	17043	du page	il	658,835	337
3	17111	mc henry	il	147,897	606
Total				6,060,387	1,901

## STANDARD EIFS FORECAST MODEL

Project name: Chicago/North Central

Enter d to enter your own price deflators

RETURN to use the default price deflators (latest year):

Default price deflators:

baseline year (ex. business volume)	(CPI - 1982)	- 100.0
output and incomes (ex b.v.)	(CPI - 1989)	- 122.6
baseline year (business volume)	(PPI - 1982)	- 100.0
local services and supplies	(PPI - 1989)	- 112.2
output and incomes (business volume)	(PPI - 1989)	- 112.2

(Enter decreases as negative numbers)

If entering total expenditures, enter 1

local expenditures, enter 2 : 2

Change in expenditures for local services and supplies: 5291000

Change in civilian employment: 350

Average income of affected civilian personnel: 37137

Percent expected to relocate (enter &lt;cr&gt; to accept default): (0.0) 0

Change in military employment: 0

## \*\*\*\*\* STANDARD EIFS MODEL FORECAST FOR Chicago/North Central \*\*\*\*\*

Export income multiplier:	4.0175	
Change in local		
Sales volume .....	Direct:	\$14,855,000
	Induced:	\$44,825,000
	Total:	\$59,679,000 ( 0.032%)
Employment .....	Direct:	93
	Total:	723 ( 0.023%)
Income .....	Direct:	\$1,652,000
	Total (place of work):	\$19,635,000
	Total (place of residence):	\$18,816,000 ( 0.019%)
Local population .....		0 ( 0.000%)
Local off-base population .....		0
Number of school children .....		0
Demand for housing .....	Rental:	0
	Owner occupied:	0
Government expenditures.....		\$705,000
Government revenues .....		\$1,482,000
Net Government revenues .....		\$777,000
Civilian employees expected to relocate:		0
Military employees expected to relocate:		0

## Economic Impact Forecast System - Version 4.0

First county or region (type ? for help): atlanta ga msa

Next county or region (type RETURN if done):

aggregating data...

1982 multipliers are being calculated for your list (18 counties)

You have selected 18 counties:

#	FIPS	County	State	'80 Population	Area(sq mi)
1	13013	barrow	ga	21,354	163
2	1305	butts	ga	13,665	187
3	13057	cherokee	ga	51,699	424
4	13063	clayton	ga	150,357	148
5	13067	cobb	ga	297,718	34
6	13077	coweta	ga	39,268	444
7	13089	de kalb	ga	483,024	270
8	13097	douglas	ga	54,573	203
9	13113	fayette	ga	29,043	199
10	13117	forsyth	ga	27,958	226
11	13121	fulton	ga	589,904	534
12	13135	gwinnett	ga	166,903	435
13	13151	henry	ga	36,309	321
14	13217	newton	ga	34,489	277
15	13223	paulding	ga	26,110	312
16	13247	rockdale	ga	36,747	132
17	13255	spalding	ga	47,899	199
18	13297	walton	ga	31,211	330
Total				2,138,231	5,148

## STANDARD EIFS FORECAST MODEL

Project Name: Atlanta/Southern

Enter d to enter your own price deflators

RETURN to use the default price deflators (latest year):

## Default price deflators:

baseline year (ex. business volume)	(CPI - 1982)	- 100.0
output and incomes (ex b.v.)	(CPI - 1989)	- 122.6
baseline year (business volume)	(PPI - 1982)	- 100.0
local services and supplies	(PPI - 1989)	- 112.2
output and incomes (business volume)	(PPI - 1989)	- 112.2

(Enter decreases as negative numbers)

If entering total expenditures, enter 1

local expenditures, enter 2 : 2

Change in expenditures for local services and supplies: 4880000

Change in civilian employment: 350

Average income of affected civilian personnel: 37137

Percent expected to relocate (enter <cr> to accept default): (0.0) 0

Change in military employment: 0

\*\*\*\*\* STANDARD EIFS MODEL FORECAST FOR Atlanta/Southern \*\*\*\*\*

Export income multiplier:	3.5111	
Change in local		
Sales volume .....	Direct:	\$14,444,000
	Induced:	\$36,270,000
	Total:	\$50,714,000 ( 0.068%)
Employment .....	Direct:	85
	Total:	649 ( 0.052%)
Income .....	Direct:	\$1,418,000
	Total (place of work):	\$17,976,000
	Total (place of residence):	\$17,793,000 ( 0.054%)
Local population .....		0 ( 0.000%)
Local off-base population .....		0
Number of school children .....		0
Demand for housing .....	Rental:	0
	Owner occupied:	0
Government expenditures.....		\$532,000
Government revenues .....		\$1,570,000
Net Government revenues .....		\$1,038,000
Civilian employees expected to relocate:		0
Military employees expected to relocate:		0

## Economic Impact Forecast System - Version 4.0

First county or region (type ? for help): los angeles ca pmsa  
 Next county or region (type RETURN if done):

aggregating data...

1982 multipliers are being calculated for your county

You have selected 1 county:

#	FIPS	County	State	'80 Population	Area(sq mi)
1	06037	los angeles	ca	7,477,503	4,070
Total				7,477,503	4,070

## STANDARD EIFS FORECAST MODEL

Project name: Los Angeles/Western

Enter d to enter your own price deflators  
 RETURN to use the default price deflators (latest year):

## Default price deflators:

baseline year (ex. business volume)	(CPI - 1982)	= 100.0
output and incomes (ex b.v.)	(CPI - 1989)	= 122.6
baseline year (business volume)	(PPI - 1982)	= 100.0
local services and supplies	(PPI - 1989)	= 112.2
output and incomes (business volume)	(PPI - 1989)	= 112.2

(Enter decreases as negative number)

If entering total expenditures, enter 1

local expenditures, enter 2 : 2

Change in expenditures for local services and supplies: 4064000

Change in civilian employment: 350

Average income of affected civilian personnel: 37137

Percent expected to relocate (enter <cr> to accept default): (0.0) 0

Change in military employment: 0

## \*\*\*\*\* STANDARD EIFS MODEL FORECAST FOR Los Angeles/Western \*\*\*\*\*

Export income multiplier:	4.0780	
Change in local		
Sales volume .....	Direct:	\$13,628,000
	Induced:	\$41,947,000
	Total:	\$55,575,000 ( 0.024%)
Employment .....	Direct:	96
	Total:	741 ( 0.018%)
Income .....	Direct:	\$1,795,000
	Total (place of work):	\$20,318,000
	Total (place of residence):	\$19,174,000 ( 0.015%)
Local population .....		0 ( 0.000%)
Local off-base population .....		0
Number of school children .....		0
Demand for housing .....	Rental:	0
	Owner occupied:	0
Government expenditures.....		\$853,000
Government revenues .....		\$1,536,000
Net Government revenues .....		\$683,000
Civilian employees expected to relocate:		0
Military employees expected to relocate:		0



## Appendix C: EIFS Outputs for DCMRs Converted to Super-MAs

This appendix contains EIFS outputs for the five Defense Contract Management Regions that will not host a District Headquarters, but will be converted to a management area office (Super-MA). For AFCMD, this will represent a location of a Finance Cell rather than a Super-MA. The number used to indicate change in civilian employment for each Super-MA was 70 with the exception of AFCMD, where 150 was used. The value used for the average income of affected civilian personnel for each Super-MA was \$35,771 with the exception of AFCMD, where it was \$39,539.

### Contents

New York .....	93
Cleveland .....	95
St. Louis .....	97
Dallas .....	99
AFCMD .....	101

## Economic Impact Forecast System - Version 4.0

First county or region (type ? for help): new york ny pmsa

Next county or region (type RETURN if done):

aggregating data...

1982 multipliers are being calculated for your list (8 counties)

You have selected 8 counties:

#	FIPS	County	State	'80 Population	Area(sq mi)
1	36005	bronx	ny	1,168,972	42
2	36047	kings	ny	2,230,936	70
3	36061	new york	ny	1,428,285	22
4	36079	putnam	ny	77,193	231
5	36081	queens	ny	1,891,32	108
6	36085	richmond	ny	352,121	59
7	36087	rockland	ny	259,530	175
8	36119	westchester	ny	866,599	438
Total				8,274,961	1,145

## Economic Forecast Models

incomplete data for government revenue and expenditures

## STANDARD EIFS FORECAST MODEL

Project name: New York/Super-MA

Enter d to enter you own price deflators

RETURN to use the default price deflators (latest year):

## Default price deflators:

baseline year (ex. business volume)	(CPI - 1982)	= 100.0
output and incomes (ex b.v.)	(CPI - 1989)	= 122.6
baseline year (business volume)	(PPI - 1982)	= 100.0
local services and supplies	(PPI - 1989)	= 112.2
output and incomes (business volume)	(PPI - 1989)	= 112.2

(Enter decreases as negative numbers)

If entering total expenditures, enter 1

local expenditures, enter 2 : 2

Change in expenditures for local services and supplies: 197744

Change in civilian employment: 70

Average income of affected civilian personnel: 35771

Percent expected to relocate (enter &lt;cr&gt; to accept default): (0.0) 0

Change in military employment: 0

## \*\*\*\*\* STANDARD EIFS MODEL FORECAST FOR New York/Super-MA \*\*\*\*\*

Export income multiplier:	2.9197	
Change in local		
Sales volume .....	Direct:	\$2,040,000
	Induced:	\$3,917,000
	Total:	\$5,957,000 ( 0.002%)
Employment .....	Direct:	9
	Total:	95 ( 0.002%)
Income .....	Direct:	\$176,000
	Total (place of work):	\$3,018,00
	Total (place of residence):	\$2,599,000 ( 0.002%)
Local population .....		0 ( 0.000%)
Local off-base population .....		0
Number of school children .....		0
Demand for housing .....	Rental:	0
	Owner occupied:	0
Government expenditures.....		\$166,000
Government revenues .....		\$345,000
Net Government revenues .....		\$179,000
Civilian employees expected to relocate:		0
Military employees expected to relocate:		0

## Economic Impact Forecast System - Version 4.0

First county or region (type ? for help): cleveland oh pmsa

Next county or region (type RETURN if done):

aggregating data...

1982 multipliers are being calculated for your list 4 counties)

You have selected counties:

#	FIPS	County	State	'80 Population	Area(sq mi)
1	39035	cuyahoga	oh	1,498,400	459
2	39055	geauga	oh	74,474	408
3	39085	lake	oh	212,801	231
4	39103	medina	oh	113,150	422
Total				1,898,825	1,520

## STANDARD EIFS FORECAST MODEL

Project name: Cleveland/Super-MA

Enter d to enter your own price deflators

RETURN to use the default price deflators (latest year):

Default price deflators:

baseline year (ex. business volume)	(CPI - 1982)	= 100.0
output and incomes (ex b.v.)	(CPI - 1989)	= 122.6
baseline year (business volume)	(PPI - 1982)	= 100.0
local services and supplies	(PPI - 1989)	= 112.2
output and incomes (business volume)	(PPI - 1989)	= 112.2

(Enter decreases as negative numbers)

If entering total expenditures, enter 1

local expenditures, enter 2 : 2

Change in expenditures for local services and supplies: 364870

Change in civilian employment: 70

Average income of affected civilian personnel: 35771

Percent expected to relocate (enter &lt;cr&gt; to accept default): (0.0) 0

Change in military employment: 0

## \*\*\*\*\* STANDARD EIFS MODEL FORECAST FOR Cleveland/Super-MA \*\*\*\*\*

Export income multiplier:	3.5691	
Change in local		
Sales volume .....	Direct:	\$2,207,000
	Induced:	\$5,671,000
	Total:	\$7,878,000 ( 0.016%)
Employment .....	Direct:	17
	Total:	129 ( 0.01%)
Income .....	Direct:	\$267,000
	Total (place of work):	\$3,457,000
	Total (place of residence):	\$3,305,000 ( 0.011%)
Local population .....		0 ( 0.000%)
Local off-base population .....		0
Number of school children .....		0
Demand for housing .....	Rental:	0
	Owner occupied:	0
Government expenditures.....		\$146,000
Government revenues .....		\$255,000
Net Government revenues .....		\$109,000
Civilian employees expected to relocate:		0
Military employees expected to relocate:		0

## Economic Impact Forecast System - Version 4.0

First county or region (type ? for help): saint louis mo msa

Next county or region (type RETURN if done):

aggregating data...

1982 multipliers are being calculated for you list (10 counties)

Some EIFS data is missing for one or more counties on your list.

You have selected 10 counties:

#	FIPS	County	State	'80 Population	Area(sq mi)
1	17027	clinton	il	32,617	472
2	17083	jersey	il	20,538	373
3	17119	madison	il	247,691	728
4	17133	monroe	il	20,117	388
5	17163	st clair	il	267,531	672
6	29071	franklin	mo	71,233	922
7	29099	jefferson	mo	146,183	661
8	29183	st charles	mo	144,107	558
9	29189	st louis	mo	973,896	505
10	29510	st louis city	mo	453,085	61
Total				2,376,998	5,340

## STANDARD EIFS FORECAST MODEL

Project name: St Louis/Super-MA

Enter d to enter your own price deflators

RETURN to use the default price deflators (latest year):

Default price deflators:

baseline year (ex. business volume)	(CPI - 1982)	- 100.0
output and incomes (ex b.v.)	(CPI - 1989)	- 122.6
baseline year (business volume)	(PPI - 1982)	- 100.0
local services and supplies	(PPI - 1989)	- 112.2
output and incomes (business volume)	(PPI - 1989)	- 112.2

(Enter decreases as negative numbers)

If entering total expenditures, enter 1

local expenditures, enter 2 : 2

Change in expenditures for local services and supplies: 463626

Change in civilian employment: 70

Average income of affected civilian personnel: 35771

Percent expected to relocate (enter <cr> to accept default): (0.0) 0

Change in military employment: 0

\*\*\*\*\* STANDARD EIFS MODEL FORECAST FOR St Louis/Super-MA \*\*\*\*\*

Export income multiplier:	3.9120	
Change in local		
Sales volume .....	Direct:	\$1,842,000
	Induced:	\$5,365,000
	Total:	\$7,207,000 ( 0.012%)
Employment .....	Direct:	13
	Total:	121 ( 0.010%)
Income .....	Direct:	\$205,000
	Total (place of work):	\$3,306,000
	Total (place of residence):	\$3,262,000 ( 0.009%)
Local population .....		0 ( 0.000%)
Local off-base population .....		0
Number of school children .....		0
Demand for housing .....	Rental:	0
	Owner occupied:	0
Government expenditures.....		\$92,000
Government revenues .....		\$183,000
Net Government revenues .....		\$91,000
Civilian employees expected to relocate:		0
Military employees expected to relocate:		0

## Economic Impact Forecast System - Version 4.0

First county or region (type ? for help): dallas tx pmsa

Next county or region (type RETURN if done):

aggregating data...

1982 multipliers are being calculated for your list (6 counties)

You have selected 6 counties:

#	FIPS	County	State	'80 Population	Area(sq mi)
1	48085	collin	tx	144,576	851
2	48113	dallas	tx	1,556,390	880
3	48121	denton	tx	143,126	911
4	48139	ellis	tx	59,743	939
5	48257	kaufman	tx	39,015	788
6	48397	rockwall	tx	14,528	128
Total				1,957,378	4,498

## STANDARD EIFS FORECAST MODEL

Project name: Dallas/Super-MA

Enter d to enter your own price deflators

RETURN to use the default price deflators (latest year):

Default price deflators:

baseline year (ex. business volume)	(CPI - 1982)	- 100.0
output and incomes (ex b.v.)	(CPI - 1989)	- 122.6
baseline year (business volume)	(PPI - 1982)	- 100.0
local services and supplies	(PPI - 1989)	- 112.2
output and incomes (business volume)	(PPI - 1989)	- 112.2

(Enter decreases as negative numbers)

If entering total expenditures, enter 1

local expenditures, enter 2 : 2

Change in expenditures for local services and supplies: 391408

Change in civilian employment: 70

Average income of affected civilian personnel: 35771

Percent expected to relocate (enter &lt;cr&gt; to accept default): (0.0) 0

Change in military employment: 0



## \*\*\*\*\* STANDARD EIFS MODEL FORECAST FOR Dallas/Super-MA \*\*\*\*\*

Export income multiplier:	3.8874	
Change in local		
Sales volume .....	Direct:	\$2,234,000
	Induced:	\$6,450,000
	Total:	\$8,684,000 ( 0.010%)
Employment .....	Direct:	12
	Total:	118 ( 0.009%)
Income .....	Direct:	\$217,000
	Total (place of work):	\$3,348,000
	Total (place of residence):	\$3,164,000 ( 0.009%)
Local population .....		0 ( 0.000%)
Local off-base population .....		0
Number of school children .....		0
Demand for housing .....	Rental:	0
	Owner occupied:	0
Government expenditures.....		\$91,000
Government revenues .....		\$191,000
Net Government revenues .....		\$101,000
Civilian employees expected to relocate:		0
Military employees expected to relocate:		0

## Economic Impact Forecast System - Version 4.0

First county or region (type ? for help): albuquerque nm msa  
 Next county or region (type RETURN if done):

aggregating data...

1982 multipliers are being calculated for your county

You have selected 1 county:

#	FIPS	County	State	'80 Population	Area(sq mi)
1	35001	bernalillo	nm	419,700	1,169
Total				419,700	1,169

## STANDARD EIFS FORECAST MODEL

Project name: Albuquerque Finance Cell

Enter d to enter your own price deflators  
 RETURN to use the default price deflators (latest year):

## Default price deflators:

baseline year (ex. business volume) (CPI - 1982)	= 100.0
output and incomes (ex b.v.) (CPI - 1989)	= 122.6
baseline year (business volume) (PPI - 1982)	= 100.0
local services and supplies (PPI - 1989)	= 112.2
output and incomes (business volume)(PPI - 1989)	= 112.2

(Enter decreases as negative numbers)

If entering total expenditures, enter 1  
 local expenditures, enter 2 : 2

Change in expenditures for local services and supplies: 1120486

Change in civilian employment: 150

Average income of affected civilian personnel: 39539

Percent expected to relocate (enter <cr> to accept default): (0.0) 0

Change in military employment: 0

## \*\*\*\*\* STANDARD EIFS MODEL FORECAST FOR Albuquerque Finance Cell \*\*\*\*\*

Export income multiplier:	2.6866	
Change in local		
Sales volume .....	Direct:	\$5,484,000
	Induced:	\$9,250,000
	Total:	\$14,734,000 ( 0.191%)
Employment .....	Direct:	59
	Total:	307 ( 0.135%)
Income .....	Direct:	\$976,000
	Total (place of work):	\$8,554,000
	Total (place of residence):	\$8,324,000 ( 0.144%)
Local population .....		0 ( 0.000%)
Local off-base population .....		0
Number of school children .....		0
Demand for housing .....	Rental:	0
	Owner occupied:	0
Government expenditures .....		\$259,000
Government revenues .....		\$409,000
Net Government revenues .....		\$150,000
Civilian employees expected to relocate:		0
Military employees expected to relocate:		0

**Distribution**

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